CODEX OF THE
FUTURE
SERIES

HOW TO BUILD
EXPONENTIAL
ENTERPRISES

UNLIMITED THINKING . EXPONENTIAL POTENTIAL

BY MATTHEW GRIFFIN

ORDER COPIES

ABOUT THE AUTHOR

Matthew Griffin, an award winning futurist and author of the Codex of the Future series, is described as "The Adviser behind the Advisers" and a "Young Kurzweil." Matthew is the Founder of the 311 Institute, a global Futures and Deep Futures advisory, as well as the World Futures Forum and XPotential University, two philanthropic organisations whose mission it is to solve global inequality and the world's greatest challenges.

Regularly featured in the global media, including the Associated Press, BBC, CNBC, Discovery, Entrepreneur Magazine, Forbes, Netflix, RT, Sky, ViacomCBS, and WIRED, Matthew's ability to identify, track, and explain the impacts of hundreds of exponential emerging technologies and trends on global business, culture, and society, is unparalleled.

Recognised as one of the world's foremost futurists, innovation, and strategy experts Matthew is an international advisor and keynote speaker who helps many of the world's most respected brands, governments, investors, NGO's, and royal households, explore, envision, build, and shape the future of global business, culture, and society.

BE BOLD. MAKE FIRST CONTACT.

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www.311Institute.com

PROUDLY BUILDING THE FUTURE WITH ... & MANY OTHERS

A LETTER FROM OUR FOUNDER

MATTHEW GRIFFIN

WE LIVE in extraordinary times, in a world where individuals, organisations, and technology can impact the lives of billions of people and change the world at a speed and scale that would have been unimaginable just twenty years ago.

We also live in a world full of challenges, and a world where all too often negative news gets amplified at the expense of good news, and where tales of hope, inspiration, and positivity get drowned out and lost in the noise. It's no wonder therefore that today more people are more anxious about the future than ever before. And, arguably, a society which believes it's marching towards the darkness, rather than the light, has a poorer future than one that doesn't. Hope, however, is all around us and it's our purpose to light the way so all of us, people and planet, can prosper.

TESTIMONIALS

THANK YOU EVERYONE!

#FUTURENOW

"EXTRAORDINARY!
Peter K., EMEA Managing Director
ACCENTURE

"ASTOUNDING!
Peter B., COO
AON

"SIMPLY GREAT!
Isaac H., Country Manager
GOOGLE

"WORLD CLASS!
Ana C., CMO
LINKEDIN

"EXCEPTIONAL!
Robert D., Global Strategy Director
QUALCOMM

"PHENOMENAL!
Joni R., Head of Strategic Marketing
SAMSUNG

"TREMENDOUS!
Chris T., Head of Creative
ADIDAS

"INSPIRATIONAL!
Jay C., CHRO
DENTONS

"BLOWN AWAY!
Nicola P., Global Procurement Director
LEGO GROUP

"INCREDIBLE!
JEFF N., Global Head of Learning
PEPSICO

"BLOWN AWAY!
Mark R., Dir. of Global Health & Benefits
WILLIS TOWERS WATSON

OUR
MISSION.

OUR MISSION is to be a driving force to help solve the world's greatest challenges, help organisations build sustainable and lasting legacies, and democratise access to the future so everyone everywhere, irrespective of their ability or background, can benefit from it.

We do this by surfacing essential future-focused insights and open sourcing our content, by amplifying inspiring stories and voices, and by bringing people together.

OUR
BRANDS.

OUR BRANDS compliment one another and align with our core mission, they include:

311 INSTITUTE

Our **globally renown** Futures and Deep Futures advisory working with the world's most respected brands, governments, and investors to explore, co-create, and shape the future of global business, culture, and society.

WORLD FUTURES FORUM

Our **philanthropic organisation** working with the United Nations and other world leading institutions to find solutions to the world's greatest challenges including all 17 UN SDG.

XPOTENTIAL UNIVERSITY

Our **philanthropic university** working with academia, governments, and regulators to create and deliver accessible future focused curricula and educational content for business executives and students from around the world.

"THE FUTURE IS AN OPEN BOOK ... "

- Matthew Griffin, Founder

311 Institute
World Futures Forum
XPotential University

EXPLORE MORE

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FUTURE PROOFING your business has never been harder. So we've made everything easy for you.

HOW TO BUILD EXPONENTIAL ENTERPRISES

Exponential technologies have accelerated the global rate of disruption, now it's your turn to disrupt the quo with our one of a kind ExPLORER Framework that helps every organisation disrupt at speed and scale.

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Explore the techniques Organised Crime groups use to grow despite being subjected to huge "competitive" pressures from governments.

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Explore how you can use strategic foresight to prepare your organisation for the future and turn future scenarios into actionable strategies.

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311 TRENDS AND FORESIGHT CODEX

Explore the hundreds of megatrends and microtrends impacting and shaping your world and everything you care about.

EXPLORE MORE

EXPONENTIAL TECHNOLOGY CODEX

Explore the hundreds of exponential technologies that are emerging in detail and learn about their implications for global culture, industry, and society.

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Use our Griffin Emerging Technology Starbursts to explore the future and find new ways to disrupt the status quo.

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Explore the future of the technologies and trends that will connect everything and everyone and shape our connected future.

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Explore the future of gaming and what happens when the simulations become people's new reality.

THE FUTURE OF INSURANCE

Explore the future of insurance, and the dangers of a future where global risk becomes systemic.

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Explore the future of smartphones and smartphone formats, and discover what's around the corner.

0

THE FUTURE OF SPORT

Explore the technologies and trends shaping the future of sport and sports performance.

THE FUTURE OF SYNTHETIC CONTENT

Explore the technologies and trends revolutionisning how content is made and consumed.

CODEX
CONTENTS

Third Edition published June 2023. To request this Codex in an alternative language please contact the author.

215 ... PIONEER TEAM

It is this teams responsibility to improve the competitiveness of your existing products.

Having transferred your new products to the business the business must align and organise itself appropriately.

Build your go to market and execute.

WELCOME
FROM THE AUTHOR

PEOPLE . PLANET . PURPOSE

THE SKELETON COAST . NAMIBIA . 19.9873° S, 13.2605° E

I chose this striking image to represent this section because in many ways it's representitive of many of today's realities: The Skeleton Coast is complex and unpredictable, but home to an amazingly adaptable ecosystem, yet it's also representitive of the stark contrast between the have and have nots, those with water and other resources and those without, our increasingly polarised society, and even the contrast between our habitable blue planet and the desolation of space. The desert and the sea are also relentless, just like the human spirit, and given the right conditions they can overcome everything in their path, just as humanity can when we work together for the benefit of everyone to create a brighter future for all of us.

THE FUTURE is ours to create and while we all have the responsibility to help create our preffered future its benefits must be accessible to everyone. For many of us though reaping the benefits of this future, whether those are cultural, economic, or social benefits, is a pipe dream. As a result I have made it the 311 Institute's mission to democratise access to the future and support and amplify those who want to create positive change, which then brings me to the reason why this codex exists - to help each of you unlock your own potential and play your role in creating this fair future.

The idea to first write this codex came from one of my early meetings with the Global Head of R&D at Shell in Canary Wharf in London whose remit was to "Disrupt." Disrupt what or who and how though, well, that was the $100 Billion question.

As we're sitting in the office together on the twentieth floor discussing themes and opportunities he turns to me and says that once we've identified the areas to target the next problem to overcome will be "Crossing the Chasm." In other words transitioning the company from its current state to its future state - something there isn't a guide for.

While there are thousands of books devoted to each of the different transformation areas - culture, execution and GTM, innovation and R&D, L&D, strategy, and so on - none give entrepreneurs and executives the

complete "Journey Plan." And so the inspiration for this codex was born - a battle tested A to Z that covers everything you'll need to cross your own chasms. Designed from the ground up this codex is a guidebook that provides you with a single end to end framework, complete with resources and tools, that will take you from the blank sheet of paper that we had in that office that day to a fully launched competitive and scaled business, whether it's in your existing markets or new ones.

It also fills in a whole raft of blanks found in other books, such as how to excel at disruptive innovation, investment, product development, special company vehicles, and much more. Crucially it's also based on my real world experience guiding some of the world's most forward thinking, innovative, and valuable organisations into the future including ABB, Adobe, Adidas, ARM, Citi Group, Coca Cola, KPMG, Lego, Microsoft, Novartis, PepsiCo, Qualcomm, Samsung, Visa, and many others - even governments and royalty.

However, as you read this copy of the codex and as the future evolves I'm constantly finding new and better ways to futureproof your companies so codex is constantly updated so you always have access to the latest thinking and best practices.

Explore More,

Matthew Griffin
Founder

INTRODUCTION

WELCOME TO the 311 Institute's unique leadership, innovation, and strategy guidebook. The only one of its kind this codex has been battle tested by the worlds most respected brands and visionary governments to help them future proof themselves and their countries even under the most arduous of circumstances.

Designed to help people of all abilities, ages, and backgrounds launch and scale new products concepts and disruptive businesses this codex has two distinct segments that you can tap into.

Firstly, there is the segment on **Government Innovation**. No strangers to bureaucracy, red tape, and the stale status quo we show them how to break out of this funk, rapidly transform themselves, and accelerate both their own rate of innovation and transformation and their countries.

The second segment is the 311 Institute **ExPLORER Framework** itself, a literal A to Z disruptive leadership, innovation, and strategy program it serves a dual purpose.

The first is to provide change makers within existing organisations with an easy to follow framework that helps them break free from their stale uncompetitive status quo and build disruptive products and market leading positions in both existing and new markets.

And the second is to provide aspiring entrepreneurs with everything they need to turn a blank piece of paper into a market leading business.

Never before has there been such a great need for organisations to adapt, and never before has there been so much market disruption or opportunity.

Now though, for the first time, you have everything you need right at your finger tips to help you see it all, explore it all, and lead it all, so I hope you enjoy this codex and it brings you good fortune.

"WHILE CURIOSITY, FEAR, AND MONEY MOTIVATE COMPANIES TO CHANGE THE FEAR OF LOOSING MONEY IS THE GREATEST MOTIVATOR OF ALL."

- Matthew Griffin, 311 Institute

GOVERNMENT INNOVATION

IN TODAY'S fast paced disruptive world it's not only private organisations who are motivated to innovate and create the future, governments and the public sector, driven by the need to ensure the continued competitiveness and prosperity of their countries, regions, and people, are motivated too.

However, unlike the private sector the public sector have a variety of unique challenges, goals, and responsibilities - some of which are outside of their control, some of which are the result of culture and management, and others that are simply the reality of public office and the sector.

From the responsibility of having to enable and support the transition from the old world to the new world, to the challenges of office and the demands of different growth expectations, it's fair to say that the public sector is a unique animal, so in this chapter I'm going to take a closer look at some of these topics and present ideas, points of view, and solutions that will help governments successfully navigate them all so they and their citizens can reap the future benefits.

BRIDGING OLD AND NEW WORLDS

As old industries are disrupted at an accelerating rate and new ones emerge one of the most important, but often understated roles of government is to enable and support the transition between the old world and the new world - or the old state and the future state.

Naturally, not only does this mean that governments have to be able to forecast the future state, but it also means that they have to be willing and able to create and execute visions and take uncomfortable risks in order to ensure that their countries, regions, and citizens are at the forefront of those new trends and can benefit from them.

The result is that they need to perform a complex balancing act between making sure government policies and regulations accelerate and enable the transition between old and new, that they have the appropriate resources and skills, and that the right funding, infrastructure, and support programs are in place.

CHALLENGES OF OFFICE

Next are the challenges, and as I have witnessed myself first hand, and as government ministers and government representatives around the world keep telling me the public sector is a literal

beast of an animal when it comes to trying to get anything done - no matter how honourable your intentions or senior your position.

It's no secret that not only do governments often adapt and evolve at a substantially slower rate than their private sector counterparts but that they also have to balance all manner of internal and external expectations and pressures, many of which are unique to their sector, in order to move the dial even a little bit.

However, as difficult a task as overcoming these challenges is there are plenty of examples of governments, from China and the UAE to Singapore and the UK, who've managed to successfully navigate them and move from the old to the new.

Budgets and Public Funding

Budgets are far too often the limiting factor when it comes to trying to do new things but they've been a fact of life for millennia and as any entrepreneur will tell you there are a multitude of different ways we can achieve the seemingly impossible without having to "bust the bank." Or in some cases even go to the bank in the first place.

That said though while governments are limited in just how "entrepreneurial" they can be with their thinking one of the greatest challenges governments face is that when it comes to investing in projects that yield returns in the future the fact of the matter is that all too often both politicians and the public have expectations that money spent today has an impact in the shorter term rather than the longer term.

While this attitude has its merits and is understandable it's short sighted. It also means that when the future does eventually arrive the countries with this attitude find themselves unprepared and cultural, industrial, and societal dislocation and disruption occur, with both politicians and the public alike then blaming the previous generations and incumbents for the mess they find themselves in. You can taste the irony.

Solutions to this challenge rely on having strong leaders, with clearly defined aspirations, goals, and plans that can be clearly communicated and articulated to both the public and other politicians alike.

Fail to provide any of these and not only will it be difficult to gain people's support and sponsorship to invest in the future, but it will also likely lead to the failure of

your future focused projects.

Bureaucracy

While bureaucracy and red tape have always been great barriers to change, and despite the fact we have new tools to help us cut through them, today against the backdrop of an increasingly polarised society we're seeing an more governments around the world becoming increasingly deadlocked and paralysed as more politicians fail to find a common middle ground or come to common agreement - as well as in some cases proactively and passionately attempting to derail and block new policies. Ultimately, the impact of these trends and behaviours is a lack of consensus, endless debate, and little or no positive action.

While there are no easy fixes to the trend of fragile government, which is the official name of this emerging trend, when it comes to cutting through bureaucratic red tape the global Covid-19 pandemic showed governments that when faced with a crisis that created a united atmosphere of immediacy and urgency they were able to rise to the occasion, spin on a literal dime, and accomplish things over night that would have normally taken them years or in

some cases even decades. As the saying goes: never let a good crisis go to waste.

As devastating as it was the global pandemic showed governments that it was possible to not just cut through red tape but in many cases eliminate it altogether. As a consequence, it's vital that you understand, catalogue, and detail the changes your government made during those times, at every level of government and across every ministry and department - the results of which you can then discuss, learn from, and most importantly codify into your organisations cultural and operational models.

Elections and Election Cycles

Perhaps one of the greatest challenges that public officials are confronted with when trying to develop and progress their long term innovation strategies and visions are their country's election cycles which at a national level are often every four to five years, and which at a local level can be annually. Needless to say this system neither favours nor promotes long term thinking or planning.

Planning and preparing for the future requires governments take a short, medium, and long term view and develop

visions and strategies that align with those views. But, when your feasibility to be elected depends on the impact you have on your electorate in the short term it's all too easy for governments and politicians alike to focus on the short term at the expense of the long term. Suffice to say the evidence of the impact of this thinking can be seen everywhere, from the buckling education and healthcare systems to infrastructure investments and beyond.

Additionally though, this situation is further compounded by the fact that when governments and politicians are voted out or end their terms - a "changing of the pilot in the aircraft" if you will - there's no guarantee their replacements will share or support the strategies or visions they've worked so hard to develop and implement.

Making the situation even more dire is the fact that in some cases these replacements might even have diametrically opposed views and, in the most extreme cases, unwind all their predecessors policies and work just as we saw with President Trump when he not only took a hatchet to President Obama's climate, environmental, healthcare, and science strategies but also pulled the US out of the Paris Climate Agreement and walked back almost all of the Obama administrations progressive Environmental Protection Agency's policies.

In this particular case it can be said that the US lost almost a decades worth of progress at the same time that their competitors, for example China, made twelve years of progress. The net result of this being that President Trumps actions in some cases put the US decades behind their more progressive counterparts and at its most basic level allowed China not only to catch up with the US in some areas but actually over take them.

Unfortunately, as you might expect, trying to overcome this challenge is neither simple nor straight forward.

Ironically, one solution, which I'll table here because it's applicable and has shown to be effective comes from more authoritarian and conservatively authoritarian states such as China, Russia, Singapore, and the UAE where some leaders have the privilege of ruling for life.

While some people may take umbrage at this "model" one of the principle benefits of this approach is that countries have one strong central figure who can ensure that the country's vision is delivered in line with expectations and against plan - irrespective of any changes that might

take place within the government or legislative bodies themselves. In short, using our aircraft analogy this is the equivalent of keeping the same pilot for the entire flight while the co-pilots and crew are swapped in and out.

For obvious reasons though this solution isn't applicable to that many countries which is where we then discuss the importance of common goals and shared values between political parties, and the role of the private sector - the latter of which is also increasingly becoming government's own co-pilot when it comes to helping them architect and deliver meaningful future focused programs on the ground.

Prime examples of this include the private sectors prominent role in helping governments achieve Net Zero, as well as it taking the lead in the development of new education and skills programs, aerospace, communications, defence, energy, manufacturing, space, technology, and transportation programs, and much more. This then also naturally leads into conversations about the role of Public-Private Partnerships (P3), as well as which is the more effective when it comes to helping countries architect and create the future ...

GROWTH BY ANOTHER NAME

Of course, while governments face all these challenges, when compared to the private sector they also have a very different growth agenda.

Whereas private organisations are driven almost exclusively by dividends and profits, governments are driven by entirely different metrics which include growing GDP and output, which are ostensibly their versions of revenue, and sustainably growing tax receipts in a way that doesn't harm either of these objectives or their future aspirations.

1. THE HIVE

Your dedicated government futures agency, your EDA, responsible for developing, executing, and owning your country's future vision with its partners. Led by trustees it co-ordinates and interfaces with internal and external public and private sector stakeholders.

2. SECTORS OF INTEREST

As members of the Hive each sector, or community, interacts with Hive partners and the broader ecosystem to build and create its own future.

3. GOVERNMENT

Government stakeholders and institutions, including policy makers and regulators, directly engage and work with and alongside members of the Hive and its communities to help them achieve their joint goals.

THE HIVE

Transforming a country and its culture so that it is ready and primed to have a leadership position and prosper in the future requires a comprehensive approach. By using our established model countless countries around the world have been successful in realising their futures ambitions.

ACCELERATING FUTURES INNOVATION.

ALL THESE challenges and expectations then beg the question: How do you get from where you are today to where you want to be tomorrow? Fortunately, there is a solution that can be deployed quickly, scaled quickly, and that can generate results quickly for everyone involved. So let's dig into it.

BUILDING FUTURES FOUNDATIONS

Your journey starts by auditing and cataloguing all the direct and indirect assets and resources you have available to you. Then next creating a dedicated government futures agency, an Economic Development Agency (EDA) led by a board of trustees which includes government ministers, stakeholders, and carefully selected private individuals whose purpose it is to architect, imagine, own, publicise, and execute your country's strategic vision, and develop its strategic sectors over the medium and long term in partnership with academia, government, investors, and the private sector.

Not only does this approach institutionalise agility, foresight, imagination, and risk taking within government but it also institutionalises futures thinking within your country's culture and minimises your likelihood of failure.

Additionally, in time this EDA will become your country's global platform responsible for leading research efforts, spreading knowledge, and playing the key role as a country wide and global accelerator and think tank that delivers against your governments future ambitions and aspirations.

In short it is the embodiment of all things future related and futures thinking, and will become the vehicle for government and societal level change.

A HIVE SPACE

Once your EDA has been established next it needs a prominent physical manifestation - a hive-like space that encourages occupants to interact, learn from one another, and work closely together to explore the unexplored. Home to a complete futures ecosystem, including business functions, investors, mentors, regulators, and thought leaders, this space needs to be designed to encourage people to come together to co-create and co-design the future, embrace disruptive ideas, let them take risks, and think entrepreneurially.

It should also bring together the brightest minds from across government and the private sector and startups from around the world who can bring to life the ideas that will transform your future.

Furthermore, just as importantly, it shouldn't just cater to or pander to established organisations or the status quo from the government and private sectors. It should be a destination for anyone and everyone who has bold new ideas irrespective of their abilities or backgrounds including academics, entrepreneurs, forward thinkers, students, and visionaries alike, who can all use it as a platform to collaborate and experiment with one another.

With plenty of room and facilities the

design of the space should facilitate and nourish a wide variety of experiences, from common resources and private workspaces, to shared inspirational activities, programs, and even event spaces.

A LOT TO CONSIDER

There is nothing easy about transforming a country and its culture so that it is future ready and primed to become a future leader, which is why everything you do must be done with the utmost care and attention to detail and, ironically, always done with the customer experience and simplicity in mind. This is also the prime reason why you should begin your journey with your stakeholders and their journey at the forefront of your mind.

Unsurprisingly when it comes to building centers of excellence like the one we're discussing there's a lengthy to do list, but some of the things you should prioritise include ensuring that business licenses and visas are easily accessible, as is affordable access to business support, housing, resources, and workspaces, and that members have the access they need to vital innovation, mentoring, and market briefing sessions.

But that's obviously not all, not by a

long shot. You should also ensure that members are captivated by the overall experience and find themselves immersed and inspired by visions of the future and futures thinking, and they should all have quick access to the community's ecosystem and stakeholders, including executives, experts, investors, and of course regulators. All of which is merely the tip of the proverbial iceberg.

"INNOVATION IS THE ABILITY TO SEE CHANGE AS AN OPPORTUNITY NOT AS A THREAT."

- Steve Jobs, Apple

"EVERY DAY IS DAY 1."

- Jeff Bezos, Amazon

EXPLORER PROGRAM

GET STARTED

... THE WORLD WON'T DISRUPT ITSELF .

PROGRAM MISSION OBJECTIVES ...

The mission of this program is to help you and your teams ...

Create an Exponential Enterprise or country capable of discovering and adapting to new disruptive threats.

Create an Exponential Enterprise or country capable of discovering and leading disruptive opportunities.

Create an Exponential Enterprise or country capable of discovering and leading new industries and markets.

Create an Exponential Enterprise or country capable of disrupting your competitors, incumbents, and existing industries.

"LONGEVITY IS ABOUT BEING ABLE TO REINVENT YOURSELF OR INVENT THE FUTURE."

- Satella Nadella, Microsoft

THIS PROGRAM IS DESIGNED FOR ...

We'll just go ahead and say it, we designed this program for everyone ... Welcome!

Business leaders.
Entrepreneurs.

Governments.

Students and Teachers.

And everyone else who wants to make the world a better place ...

Adventurers
Crazy People
Explorers
Misfits
Rebels
Troublemakers

"AN ENTREPRENEUR IS AN INNOVATOR, A GAME CHANGER, A BUSINESS LEADER, A DISRUPTOR, AND AN **EXPLORER**."

- Richard Branson, Virgin Group

WHY THE ExPLORER PROGRAM EXISTS .

THE RULES that governed yesterday's world can only rarely be applied to today's world. Disruption is faster paced, and accelerating, and it's impact is more profound and more wide spread than ever before, and no corner of our global business, culture, or society is immune from its effects.

Additionally, the innovation methods and tools we have relied upon until this point are now also showing their age and are being re-invented. Based on decades worth of linear and local thinking many of these innovation methods simply aren't appropriate for a time when now a single individual has the potential to change the world at a speed that was unfathomable just a decade ago.

Today visionary organisations and entrepreneurs have access to increasingly powerful connected ecosystems, networks, and tools, that allow them to create and launch disruptive products that drive change at a global scale within just months and weeks, not the years or decades that it would have taken in the past.

However, as we continue to accelerate into the future today organisations are already using Creative Machines, Artificial Intelligences (AI) that themselves are able to design, innovate, and produce new products, from clothing to computer chips, cars to drugs and beyond, at exponential - digital - speed.

Consequently, we can already see a time when both human entrepreneurs and these "Robo-Entrepreneurs" will be able to disrupt the status quo of a global industry in just days and hours - all of which then begs the question: Are you prepared?

WHO'S AFRAID OF FATBAG?

The world doesn't stand still for anyone, no matter how much they desire it or try to hold it back, hence the term: Change is the only constant.

As has always been the case organisations are disrupted for one of two reasons - on the one hand because they didn't see disruption coming, or, on the other, because they saw it coming

and didn't take the necessary actions to mitigate it or lead it. And while the markets and stakeholders will sometimes forgive executives for the former, they rarely forgive them for the latter - especially in a world where disruption is an ever present stalking horse, where not takings risks is the new risk, and where being able to recognise the signs and anticipate them are, arguably, easier than ever before.

As a consequence one of the most common failings I see within organisations is the absence of what I call an "Explorer's Mindset."

A clear example of this type of behaviour, as I discuss in more depth in my **Future of Disruption Codex**, is that in spite of the fact that digitisation erodes then eliminates the boundaries between previously distinct industries, which then further accelerates the rate of disruption, why is it so many executives still only look for signs of disruption within their own industry, and not from adjacent or external industries? And this is just one example of how they miss many of the signs of what's next.

"DISRUPTIVE INNOVATION HURTS - IF YOU'RE NOT THE ONE DOING THE DISRUPTING."

- Clay Christensen, Harvard University

Furthermore, and here's additional evidence that your world and your competitive environment has permanently shifted when I ask a bank, energy, or retail customer, for example, what industry they're in they always, even now, respond as you'd expect, answering: "We're in the financial services, energy, and retail industries."

However, when I ask the exact same question to clients in the technology sector - a sector that is digital and connected by default and by design - the answer is: "All of them."

At the very least this answer alone should act as a stark enough warning to executives in all organisations, irrespective of the sector they operate in.

Similarly the evidence that these technology organisations follow through on this mantra is all around you. After all, many of them have already established significant presences in all manner of different sectors including communications, financial services, healthcare, retail, space, and transportation, as well as consumer technology, and entertainment? And they're still only just getting started.

This is also a trend that noone can deny is accelerating, which is why the question on many executives lips is then often "What would they [Big Tech] do?"

The result of all this change, of course, is that it's no longer just enough for you to focus on the goings on within your own industry, you have to change your culture, your mind set, your operating model, and your vision. And most of all you have to explore far and wide, and experiment.

A JOURNEY OF A THOUSAND STEPS

As you journey through this program take note of how you process and react to the things you discover and remember that that's a function of your organisations culture - after all, an opportunity is often just that, an opportunity, but a threat to you is also a threat to your competitors which, again, means it's an opportunity, and I've never come across an organisation that doesn't love an opportunity. Or several.

Whether you progress the opportunities you discover during this program is obviously down to you and your evaluation of them, but you are only going to be able to uncover these opportunities and prosper from them if you explore, and that's the starting point of our journey together.

So let's start exploring ...

"GOOD IDEAS ARE COMMON. WHAT'S UNCOMMON ARE PEOPLE WHO'LL WORK HARD ENOUGH TO BRING THEM ABOUT."

GIVING YOU TIME BACK AND TIME TO ADAPT .

AT THE 311 Institute we have a proud heritage of helping companies of all sizes across all sectors see and envision the future and deep future which ranges from a couple of years out to more than fifty years out making us your ideal guide to help you see beyond not just the current horizon but the next one as well, and then invent it.

And why does any of this matter? Well, as the rate of disruption accelerates your time to see, qualify, and react to those new disruptive events diminishes dramatically which, in turn, makes it much more likely that you'll be disrupted in the first place. Consequently, the further into the future you can see then the more time you give yourself to adapt to them and lead them.

Furthermore, to give this idea even more credence consider this unspoken truth - the majority of companies have a ten or a five year strategy. However, if the rate of change and disruption is accelerating, with emphasis on the word accelerating, then surely your company's ten year plan, in reality, is more like a five or

seven year plan, and your five year plan is more like a three year plan, which ultimately means that rather than leading markets in the future you're actually at greater risk of falling behind and loosing relevance.

During this program not only will you and your teams go on a journey of discovery and explore all three horizons, the short, medium, and long term horizons, and the opportunities and threats that lie therein, but you'll also be given the critical thinking and the tools that prepare you and help you lead them all.

VALUE

HORIZON 3

Create entirely new possibilities
and competencies

HORIZON 2

Explore and discover new
possibilities and capabilities

HORIZON 1

Maintain and strengthen
your core business

TIME

THE THREE HORIZONS

Most companies live the majority of their lives in the first horizon space - the now. But as the rate of change and disruption accelerates you will quickly find that your company's ten year plan quickly becomes your five year plan, and that your five year plan becomes your three year plan, so it's increasingly important to look beyond today's horizon and prepare for a future which will arrive sooner than you anticipate.

UNLEASH YOUR EXPONENTIAL POTENTIAL .

AS WE you journey through this program together it's imperative you remember that transforming just one part of your company or your company's culture isn't enough to get the results you crave, or enough to protect your company from future disruptions - every business function and every business unit has to be aligned and on board otherwise you risk failure.

Over the years research has shown that when it comes to transformational change most companies start and stop at the top three layers of the organisational model, and that the failure to address the other layers are often the reasons why the majority of these transformation efforts fail.

This fact was bought harshly into the spotlight recently in the worldwide State of the Global Workplace report that was compiled by Gallup which concluded 85 percent of employees are not engaged or are actively disengaged at work. Not only did the report conclude that this results in a staggering $7 Trillion of lost productivity, but they also concluded that this also translated into the fact that,

again, staggeringly, in the vast majority of companies less that 30 percent of their workforce are actively engaged in moving their companies forwards - now imagine if that figure wasn't 30 percent but was 100 percent...

As you journey through this program, as you will see, we are going to address each and every one of these layers and unleash your all of your company's full exponential potential, not just a tiny portion of it.

1. **MARKET**

2. **BUSINESS MODEL**

3. **OPERATIONAL MODEL**

4. **INNOVATION MODEL**

5. **CULTURE**

6. **PURPOSE**

7. **PEOPLE**

BE EXPONENTIAL

If you want to transform your company into an Exponential Enterprise it's not enough to simply transform a few of your organisation's core layers, you have to transform them all.

AN OVERVIEW OF THE ExPLORER FRAMEWORK .

DISRUPTING THE status quo and "surviving" the increasingly complex, disruptive, and fast paced future isn't easy. In fact it's horrendously difficult requiring by my count some fifty or more factors to come together in almost perfect harmony in order for you to pull of the coup de grâce of becoming what's known in global investment circles as a "Unicorn." Or, from a more basic perspective, thriving and just staying afloat.

As a result of this complexity I've tried to make it as easy as possible for you to discover, build, launch, and sell your own disruptive businesses and concepts into your chosen marketplaces. The result is the **ExPLORER Framework** which is has seven phases.

The **ExPLORE** and **PREPARE** phases are all about establishing the right culture and mindset within your organisation, securing sponsorship and resources, recruiting the Core Team who will lead your program, and recruiting the PATHFINDER and PIONEER TEAMS who will assume the central role during the program's **LAUNCH** phase.

The LAUNCH phase is then all about discovering new disruptive ideas, technologies, and trends and building new products and services - concepts - that will ultimately help your organisation extend its leadership position in its existing markets and build next generation Exponential Enterprises that are equipped to lead new markets.

The last four phases **ORGANISE**, **REVIEW**, **EXECUTE**, and **REPEAT** then give you the tools and skills you need to sell and promote your new concepts into the market and develop winning, future proof go to market strategies. And then, of course, starting all over again.

ExPLORE ① Level set your view of the world, see how fast it's changing, and understand your need to change.

PREPARE ② Culture change, establish goals, recruit teams, secure funding, resources, and support.

LAUNCH ③ Discover customer frictions and problems to solve, build and transfer new concepts.

ORGANISE ④ Prepare for commercial product launch, establish governance and support mechanisms.

REVIEW ⑤ Review program progress, ensure teams and new concepts are fully supported.

EXECUTE ⑥ Craft your go to market and launch your concepts.

REPEAT ⑦ Start all over again ...

EXPLORE MORE ...

PART I.

ExPLORE

AND THEN EXPLORE MORE ...

Notes:

CONTRARY TO popular belief seeking out and exploring interesting and exciting new concepts and ideas, in whatever form they take, whether they're new business models or markets, or exciting new technologies or product concepts, is not just the job of one individual or a specific group of individuals within a company, it's everyone's. So as you begin your journey consider how you can bring everyone along on it with you and not just those individuals who will be directly involved in the program - let's make explorers out of everyone.

"YOU CANNOT DISCOVER NEW OCEANS IF YOU ARE AFRAID TO LOOSE SIGHT OF THE SHORE."

PART II.

PREPARE

GET READY . THIS IS GOING TO BE DISRUPTIVE .

Notes:

EVERY EXPLORER will tell you preparation is everything and so it is when you are getting ready to embark on your own journey to create your Exponential Enterprise. It shouldn't come as any surprise therefore that in order to run this program successfully there's plenty of planning to do and many people and moving parts to co-ordinate and manage, but by spending time carefully preparing things and getting the foundations of your program right you'll find that everything from here on in becomes much simpler and flows more smoothly.

PREPARE PHASE SUMMARY

During the PREPARE PHASE your task is to get together everyone and everything you will need to run the program from start to finish.

SCHEDULE

You have EIGHT WEEKS to complete this phase.

CULTURE
STAGE
▼

PLAN
STAGE
▼

RECRUIT
STAGE
▼

WEEK 1	WEEK 2	WEEK 3	WEEK 4	WEEK 5	WEEK 6	WEEK 7	WEEK 8

▲
CORE TEAM
STAGE

▲
PURPOSE
STAGE

▲
BRIEFING
STAGE

CULTURE

NOW YOU have taken the first step to creating an Exponential Enterprise capable of continuous disruption and re-invention by picking up this codex the first thing you must do is ensure you have the right company culture in place because if you don't then sooner or later all your good intentions will become yet another victim of the corporate immune system and join all the other aspirational hopes and dreams in the company's zombie graveyard.

At this point it is also crucially important that you and all the stakeholders involved realise that this if your objective is to truly create an Exponential Enterprise that this program, or one like it, should be run in continuous cycles because, bearing in mind the likely size of the overall challenge, this is not a one time journey, it should be a never ending one because, lest I remind you, disruption never takes a rest nor sleeps, and it's only getting faster and more voracious.

CULTURE FIRST. ALWAYS.

You can hire the best people, build the best ecosystems and teams, and develop the best strategies, but unless your company has the right culture all of these bold initiatives will be for nothing - hence the age old saying culture eats strategy

for breakfast.

Needless to say, if your executives and stakeholders have no motivation to change the status quo and don't share or support your objectives or vision, then there's no question you'll fail, and that you'll fail hard.

As a consequence it is imperative that before you begin the program you have discussions with and have everyone's blessing and full support, from your company's CEO and the board as well as your company's senior leadership. And, as you'll discover later in this program, it will also be imperative that you have dedicated named sponsors within these areas who can help you navigate the inevitable political minefields, provide you with funding and resources, and that all important air cover.

THROUGHOUT THIS program you will inevitably, and for a variety of reasons, have people who move in and out of it, so it is crucial that you assemble a committed CORE TEAM that's comprised of individuals from a variety of different backgrounds and perspectives, and complete with board level and senior leadership representation, who will act as the anchoring team and the driving force for the entire program.

Furthermore, this CORE TEAM will have a tremendous responsibility because it's no small exaggeration to say that the future fortunes and prosperity of your company will be in their hands. And, additionally, given the breadth, depth, and rate of global industrial and societal disruption, they are going to be challenged like never before and in ways that make even the historic navigation of the infamous Cape of Good Hope look like a gentle morning swim in a hotel swimming pool.

As a consequence your CORE TEAM will need to be energetic, diverse, resilient free thinkers who don't just think outside the box - they live outside of it. And, just like the first explorers who left their homelands behind they also need to be fearless, resourceful, and determined to succeed no matter the odds. This is no walk in the company canteen - we're

getting out of all our comfort zones here and exploring new frontiers, so you had better be prepared for what lies ahead.

TASK SUMMARY

Your task during the **CORE TEAM STAGE** is to find and recruit the members of your Core Team who will be responsible for leading and managing the entire program from start to finish.

SCHEDULE

You have **TWO WEEKS** to complete this stage.

Discuss your objectives, be clear about your recruitment needs.

▼ **KICK OFF WORKSHOP**

Start interviewing suitable candidates.

▼ **INTERVIEW SESSIONS**

MON	TUE	WED	THU	FRI	SAT	SUN

▲ **RECRUITMENT EVENT**

Run a recruitment workshop.

Start down selecting your candidates, get commitments.

▼ **SELECTION WORKSHOP**

MON	TUE	WED	THU	FRI	SAT	SUN

▲ **WRAP UP WORKSHOP**

Finalise your selections and make the necessary offers.

GUIDANCE

ACTIVITY LIST
1. Conduct a Kick Off Workshop.
2. Run a Recruitment Event.
3. Conduct Interviews.
4. Conduct Selection Workshop.
5. Conduct Wrap Up Workshop.

TIPS
1. Look across the entire business for suitable recruits.
2. Don't restrict your search to traditional roles or traditional places.
2. Look for people who are enthusiastic about change, disruption, and entrepreneurship.
2. Look for people who can commit and who have the time available.
3. Look for people who are resilient and who can navigate company politics.
3. Look for people who are respected and who have authority to make a difference.
2. Look for volunteers.

CRUCIAL MOMENTS
1. Beginning the search process.
2. Getting a member of the board or C Suite to be a member of the Core Team.
2. Getting the right access to people and talent in different parts of the business.

RISKS
1. Noone comes forward.
2. The people you recruit aren't given time away from their day jobs to participate.
2. The people you aren't able to fully commit.
3. The people you recruit are all from a single part of the business.
3. You don't have at least one senior board member on the team.
2. You don't have the sponsorship or support of the board or senior stakeholders.
3. Your senior leadership team doesn't provide appropriate funding, support, or time, for the program.
4. Senior leaders within the company aren't fully bought into the need for change or the program.

DELIVERABLES
1. Secure board representation, sponsorship and support.
3. Recruit a board level executive.
3. Recruit your core team.

OUTCOME
By the end of this stage you will have hired your **CORE TEAM** who will be responsible for the overall management and delivery of the program.

HAVING ASSEMBLED your CORE TEAM you now need to think very carefully about the logistics and practicalities of running your ambitious program from start to finish, and even after it's finished, the infamous what next questions, and even consider how you embed the lessons you've learned from your journey into your company's everyday strategy.

VISION PAPERS

While this Codex will always be here for you to refer to as a reference document it's also vitally important that your company has its own forward looking Vision Paper that's owned and regularly updated by company stakeholders that your senior leadership team can reference when they're developing the company's future strategy.

This paper that, at your discretion, can span a decade or more, should clearly detail all of your future aspirations, motivations, and objectives, and should be treated as a living document.

While creating a Vision Paper might sound odd you might be surprised at how many company's lack such a basic map to guide them by, and time and time again I've seen the benefits that

these papers bring, to companies and sovereign nations alike, first hand. After all, no explorer ever set off into the unknown without a guide or map… or a plan for that matter.

Creating your Vision Paper will take time though and should be done with the full cooperation and support of your senior leadership team, and like any document once you start crafting it you'll likely find yourself in the situation where you have more questions than answers and therefore plenty to debate, which is only a good thing under the circumstances.

TASK SUMMARY

Your task during the PLAN STAGE is to create an all encompassing plan detailing how you are going to run your program from start to end.

SCHEDULE

You have TWO WEEKS to complete this stage.

Conduct the Core Team's first orientation meeting.

▼ **CORE TEAM MEETING**

Review your progress, make course corrections as needed.

▼ **REVIEW SESSION**

MON	TUE	WED	THU	FRI	SAT	SUN

▲ **KICK OFF WORKSHOP**

Discuss your objectives, start planning, and assign roles and tasks.

Review your progress, make course corrections as needed.

▼ **REVIEW SESSION**

MON	TUE	WED	THU	FRI	SAT	SUN

▲ **WRAP UP WORKSHOP**

Discuss and finalise your plan, and get final sign offs.

GUIDANCE

ACTIVITY LIST

1. Conduct your first CORE TEAM Meeting.
2. Conduct a Kick Off Workshop.
3. Conduct your first Review Session.
4. Conduct your second Review Session.
5. Conduct a Wrap Up Workshop.

TIPS

1. Be clear about what resources you do and do not have access to.
2. Be clear about the amount and source of funding you have access to and whether it is committed.
3. Be realistic in your planning, your resource requirements, and your schedule.
4. Clearly document all funding and resource gaps, and prioritise gaps that could jeopardise the success of the program.
5. Get all commitments in writing and make sure all commitments are signed off as required.
6. Have a plan to mitigate any potential problems you might encounter during the program.
7. If you hit any roadblocks seek help from senior leadership and look for help outside of the CORE TEAM.
8. Make sure everyone has the opportunity to provide input and feedback.
9. Make sure you include extra contingencies in the event you need more time or encounter problems later on in the program.

CRUCIAL MOMENTS

1. Identifying and securing venues to use.
2. Publishing and getting your plan signed off.
3. Securing access to the right levels of funding and resources.

RISKS

1. Participants aren't able to commit the time or aren't available when needed.
2. Participants drop out of the program for whatever reason.
3. The venues you select aren't inspirational or motivational enough.
4. You don't allocate enough time to tasks.
5. You don't secure access to adequate funding or resources.
6. Your plan crosses major holidays or busy periods.
7. Your plan does not get signed off.
8. Senior leadership are not committed or supportive.
9. Work is to a low standard.

DELIVERABLES

1. Create a detailed and documented Program Plan.

OUTCOME

By the end of this stage you will have created a complete Program Plan that details everything you need to successfully run the program.

YOUR GUIDING PRINCIPLES

Building an Exponential Enterprise is a completely different type of endeavour from the ones you are used to and will be a new challenge for your company. As a result creating the right mindset from the outset of the program is crucial and requires commitment to a range of potentially new principles.

POINTERS

Your company's guiding principles should be unique to you, and you should think carefully about the ones you want to promote and be guided by when creating your Program Plan. When putting your list of guiding principles together here are some of the values you can think about incorporating into it:

1. Behaviours you value.
2. Values you admire.
3. Values you want to promote and uphold.
4. Values that are universal.

YOUR SCOPE

Defining and communicating the scope of the program to the coaches and participants is crucial to your getting the outcomes you want to achieve. The scope will also determine the purview of the types of individuals you bring on board during the RECRUIT STAGE and their behaviours during the LAUNCH PHASE of the program.

POINTERS

Some of the key questions to think about during this activity include:

1. What are you trying to achieve?
2. What are your expectations?
3. What are you trying to transform?
4. What is your playground?

YOUR SCHEDULE

Before you start running program you should agree and communicate a clear schedule of dates and milestones for each stage, along with a complete summary of roles, responsibilities and work flows. The expectations and deliverables for each stage are clearly laid out in the appropriate sections in this Codex.

POINTERS

While I have done my best to keep this program simple for you needless to say there are a lot of moving parts that all need to be stage managed. Here are some of the things to consider when building your schedule:

1. Consider what activities and meetings are mandatory or optional, face to face, or performed remotely.
2. Don't schedule to run the program during busy periods.
3. If possible try to avoid crossing between quarters so as to maintain focus.
4. Maintain the momentum of the program by avoiding scheduling it near major holiday periods.
5. Participants should receive a weekly list of assignments to keep them focused and on track.
6. Schedule regular meetings to check progress and assign work.

YOUR VENUES

Developing your Program Plan is all very well and good, but unless you've secured and prepared the venues where you'll be running it then you'll find it difficult to execute.

POINTERS

Venues, irrespective whether or not they're digital or physical will play a vital role in helping ensure the success of your program and the quality of its outputs. As a result it is important that you choose your venues carefully, so here are some considerations:

1. Find venues that are away from the participants every day duties.
2. Find venues that are inspirational.
3. Find venues that inspire collaboration and creativity.
4. Get out of the office.
5. Make sure everyone has access to the digital collaboration tools.

PURPOSE

BY FAR one of the most important tasks of this entire program is to define your company's Exponential Purpose - your North Star and the reason for your company's very existence. Your Exponential Purpose is an aspiration of what your company wants to achieve, rather than what it wants to be, and it's the shining light that guides you and all your company's activities and behaviours. It's also the guiding light that will ensure you and your teams remain on mission throughout the course of this program.

Your Exponential Purpose is your company's proclamation to the world, your aspiration, and your statement of intent. It is the purpose that drives your company forward and the bedrock on which your company's cultural DNA is forged. It is everything you stand for and everything you fight for.

It also shouldn't be lost on you that today many of the world's most admired companies, as well as many of the company's with some of the world's largest market caps, aren't just those who make great products and services, they're the ones with inspirational purposes that evoke an almost cult-like loyalty and passion within their customer base. And for those of you who still doubt the power of purpose then I'd suggest you to have a look at some of these companies brand value which, in Tesla's case, for example, is over $10 Billion at the time of printing, and which in Apple's case is worth over $200 Billion - both of which are significant bumps when it comes to realising shareholder value. If you're into that sort of thing...

Developing your Exponential Purpose though will be challenging, after all there are so many avenues you can explore and options to choose from, but when drafting it you should do your best to eliminate the words in your drafts that allude to what your company wants to become rather than it's aspirations. And while this might sound like a minor detail it's a crucial one, and we'll explore how to create the perfect Exponential Purpose in this stage.

ESSENTIAL THINKING

When you have your head buried in the program sometimes it's easy to overlook things, so here are some essential things to bear in mind to help you get the most from your journey...

Be Selfless

Never make your Exponential Purpose

about you or your company, ideally it should be a selfless proclamation.

Embrace Cornucopia

Your Exponential Purpose has to embrace a cornucopia of ambitions and emotions. It must be aspirational, bold, inspiring, passionate, positive, purposeful, and above all else transformational. After all, remember, not only are you trying to create a Exponential Purpose that your company can embrace and follow, but one that your employees and others can embrace and follow too.

Keep It Simple

Your Exponential Purpose should be easy and simple to understand right out of the gate and you shouldn't need to spend extra time with people having to clarify or explain it.

No Restrictions

We already know that the future is as disruptive as it is fast paced so ensure your Exponential Purpose isn't so specific that it locks your company into a specific market or product area because when things change, and they will, the last

thing you want is to find that it limits your ability to pivot and has to be torn down and re-crafted from scratch again.

Rise Above

Your Exponential Purpose must be a transcendent proclamation that rises above your company and your customers and serves a higher, more ambitious purpose.

Rise And Shine

Your Exponential Purpose should inspire you and others to get out of bed every morning.

Steer Clear

It's easy to create a meaningless and vacuous Exponential Purpose that when all is said and done doesn't really mean anything and comes across as little more than a marketing or mission statement so avoid anything that sounds like either of these at all costs.

Think Big

One of the challenges that many people

face is thinking big enough so if you're struggling then get outside and find inspiration.

STATE OF THE UNION **CHECKPOINT** ...

"ARE WE EXCEEDING, MEETING, OR FALLING BEHIND ON OUR PURPOSE?"

TASK SUMMARY

Your task during the PURPOSE STAGE is to craft your company's Exponential Purpose that will from here on in act as your North Star.

SCHEDULE

You have ONE WEEK to complete this stage.

Discuss your objectives and assign tasks to members of the Core Team.

▼ KICK OFF WORKSHOP

Review your progress, and finalise your Exponential Purpose.

▼ WRAP UP WORKSHOP

MON	TUE	WED	THU	FRI	SAT	SUN

▲ REVIEW SESSION

Review your progress and address any issues.

GUIDANCE

ACTIVITY LIST

1. Conduct your Kick Off Workshop
2. Conduct a Review Session.
3. Conduct a Wrap Up Workshop.

TIPS

1. Look high and low to answer the question of why your organisation exists in the first place.
2. Keep it simple.
2. Remember to think big.
3. Seek out a broader purpose.
4. Identify common themes and drill down into them for inspiration.
5. Think about the change you would like to see in the world.
6. Your Exponential Purpose should inspire you to get out of bed in the morning.
7. Use story telling as a way to work through ideas.

CRUCIAL MOMENTS

1. Defining the opportunity space.
2. Brainstorming ideas.

RISKS

1. Your Exponential Purpose is too narrow and specific.
2. It isn't simple enough to understand and needs to be explained.
3. It isn't challenging enough.
3. People don't rally around it.
3. It isn't a big enough proclamation.
4. It comes across as a marketing statement.
5. Your Exponential Purpose is meaningless.
6. Not everyone contributes.
6. It limits your ability to pivot in the future.

DELIVERABLES

1. Craft a Exponential Purpose that your entire company and others can rally around.

OUTCOME

By the end of this stage you will have crafted your company's Exponential Purpose.

EXPONENTIAL PURPOSE

PURPOSE STAGE

Use this tool to create your company's Exponential Purpose. By framing your thinking according to the three categories below you will be able to separate your Exponential Purpose from your execution.

TEAM NAME AND NOTES:

1 WHY DOES THE COMPANY EXIST
Define the problem space.

2 HOW WILL THE COMPANY ADDRESS THE OPPORTUNITY
Imagine the transformation.

3 WHAT WILL THE COMPANY DELIVER
Mindstorm ideas.

4 OUR EXPONENTIAL PURPOSE
Create your Exponential Purpose statement.

Click or scan to download this resource and other innovation resources.

MINDSTORM

PURPOSE STAGE

This tool helps you launch authentic conversations about the passions underlying your Exponential Purpose and will help you zero in on the core issues and trends you care about solving.

TEAM NAME AND NOTES:

1

THE CHANGE YOU WANT TO SEE IN THE WORLD
Visualise the change you want to see.

2

IMPACT ON SOCIETY
Detail the impact on society.

3

WHAT WOULD INSPIRE YOU EVERY DAY
List the things that would inspire you to get out of bed every morning.

4

GREAT CAUSES YOU WOULD VOLUNTEER TIME FOR
List the causes you would gladly volunteer your time to help solve.

Click or scan to download this resource and other innovation resources.

ALIGN

ARGUABLY THE most powerful way to inspire the right behaviours and create genuine lasting value within a company is to create a sense of belonging and engagement aligned with a common cause and shared purpose. And these are just two reasons why the Exponential Purpose you developed during the PURPOSE STAGE is so important - it's your North Star and your starting point to attracting new loyal consumers in new markets and building an formidable community of active stakeholders.

It also goes without saying that unless all of the participants and stakeholders involved in this program are aligned and supportive with your objectives then you run the very real risk of the infamous corporate immune system swooping in on your ambitions and killing them. After all, nothing unravels good intentions or a good strategy as quickly as a misaligned company that's either silently or visibly at war with itself.

ASSESS

NO EXPEDITION leader would ever dream of setting off on a grand adventure without first making a full and thorough assessment of their own situation, the challenges in front of them, and the gaps in their own capabilities and skills.

Against the back drop of this program, as much as it would be wonderful to be able to deny the following, just as with real life expeditions, try as hard as you can no company is ever fully prepared for the future because while you can be meticulous in your planning sometimes life just throws you curve balls - and avalanches.

Suffice to say though, if you plan carefully and are aware of your short comings and have plans to overcome them then your ability to see these curve balls and react accordingly and quickly will be improved - all of which ultimately means that the likelihood of their doing material damage to your company will be either eliminated or reduced.

So, as a consequence of all this, as you assess your company's existing position and readiness be thorough in your assessment and evaluation process, plan accordingly, work through the program, and always be expecting the unexpected by exploring more.

COMMUNICATE

ONE OF the many areas that companies often either overlook, or address at the last minute, is one of the most vital, especially when it comes to helping create the right inspirational culture and atmosphere within your company. I am, of course, talking about Communication.

While I appreciate communications might not be top of everyone's to do list, unless you happen to be in the communications or marketing department of course, communicating the very existence, objectives, and the results of your program, can be one of the most powerful tools you have in your arsenal.

After all, not only can an effective communications strategy help with engagement and recruitment, as well as helping to increase the levels of sponsorship and executive engagement, but it can also be an incredibly powerful engine that helps you create effective, lasting, and meaningful cultural change within your organisation.

RECRUIT

HAVING COMPLETED all of the previous foundational stages it's time to prepare yourselves for the LAUNCH PHASE of the program, and for that you will need to recruit the team members for your PATHFINDER and PIONEER Teams who will soon be taking center stage.

Given the dual purpose of the program, on the one hand to disrupt and re-invent your existing company and industry, and discover and lead new industries, and on the other hand, to extend your company's current position within its existing markets, the two teams have two distinctly different sets of objectives.

As a result getting the make up of the teams and recruiting the right individuals is absolutely crucial, and during this stage getting this right should be your sole focus to the exclusion of everything else.

PATHFINDER DNA.

The PATHFINDER Team, who, as mentioned, will be tasked with nothing less than disrupting and re-inventing your existing company and industry, and discovering and leading new industries, will need to be comprised of young leaders, creative thinkers, and intrapreneurs who are enthusiastic about innovation and disrupting the status quo. In general, the younger the better, although keep in mind that candidates can also be found among more senior employees and people with previous entrepreneurial experience.

You can also consider including entrepreneurs from outside of your company who can provide you with different view points and facilitate disruptive thinking.

PIONEER DNA.

The PIONEER Team on the other hand will be tasked with sharpening your company's proverbial saw and extending your company's current position within its existing markets, and should be comprised of senior leaders and middle management members from different areas of the company who can lead the resulting initiatives at the end of the program.

TASK SUMMARY

Your task is to recruit the members of your PATHFINDER TEAM and PIONEER TEAM who will be on point during the LAUNCH STAGE of the program.

SCHEDULE

You have NINE DAYS to complete this stage. But getting the composition of these teams is crucial so if you need more time take it.

Search for candidates across your company with the right attributes.

Start interviewing suitable candidates.

▼ SEARCH   ▼ INTERVIEW SESSIONS

MON	TUE	WED	THU	FRI	SAT	SUN

▲ RECRUITMENT EVENT

Run a recruitment workshop.

Start down selecting your candidates, get commitments.

▼ SELECTION WORKSHOP

MON	TUE	WED	THU	FRI	SAT	SUN

▲ WRAP UP WORKSHOP

Finalise your selections and make the necessary offers.

TEAM MAKE UP

During this stage you will be recruiting candidates for the PATHFINDER and PIONEER Teams. They can be from inside or outside of your company and must be resourceful and tenacious with the following key attributes:

CM THE COMMUNICATORS, who amplify and clarify the ideas in the minds of others outside of the team.

CO THE COORDINATORS, who are responsible for driving the entire program forwards and staying on mission and on time.

CA THE CUSTOMER ANTHROPOLOGISTS, the keen observers of customer behaviours, desires, and wants.

FC THE FORECASTERS, the forecasters and modellers of the economic and social value of the future of innovation.

GE THE GENERATORS, the idea generators who get the ideation and innovation sessions rolling.

IT THE ITERATORS, the idea engineers who takes ideas and turns them into innovations.

PR THE PRODUCERS, the champions of getting things done and of moving things along.

RR THE ROADBLOCK REMOVERS, who eliminate organisational, political, and financial roadblocks.

TG THE TECH GURUS, the technologists who can turn the innovations into reality.

VI THE VISIONARIES, the force behind creating the world as it could be and should be.

OPTIMAL TEAM COMPOSITIONS

NUMBER OF TEAMS	INDIVIDUALS PER TEAM	TIME COMMITMENT	PATHFINDER TEAM	PIONEER TEAM
4	**4 - 8**	**20Hrs**	CREATIVE THINKERS DISRUPTORS	INTRAPRENEURS MIDDLE MANAGERS SENIOR LEADERS
2 OF EACH TYPE		PER WEEK		

BRIEFING

HAVING RECRUITED both the Pathfinder Team and the Pioneer Teams needed for the LAUNCH PHASE of the program it is imperative that all the participants in the program are aligned and clearly understand the program's objectives and the roles they're going to need to play for it to be successful.

While it is all too tempting to rush into the next phase of the program the less people understand about it, or your commitment to it, the less likely it is that the program will deliver the results you want. As a result it is now time to bring everyone together for the equivalent of a Town Hall meeting, introduce them all to one another, and brief them all.

TASK SUMMARY

Your task during the BRIEFING STAGE is to explain the purpose and objectives of the program to all the program participants including the individuals you recruited during the RECRUIT STAGE.

SCHEDULE

You have ONE DAY to complete this stage.

Conduct an all hands meeting, get everyone acquainted and orientated.

▼ ALL HANDS TEAM MEETING

| MON | TUE | WED | THU | FRI | SAT | SUN |

GUIDANCE

ACTIVITY LIST   1. Conduct your first All Hands Team Meeting.

TIPS   1. Use a space that is away from the office.
2. Make sure everyone has the opportunity to ask questions and present their point of view.
2. Be sure you clearly communicate all of the programs goals and objectives.
3. Be sure to communicate the programs complaints and escalation policy.
2. Structure your briefing carefully and logically.
3. Make sure everyone understands the purpose of the program.
5. Make sure everyone is clear about their specific roles and responsibilities.

CRUCIAL MOMENTS   1. Getting the structure of the briefing correct.
2. Ensuring everybody understands what the program goals are.

RISKS   1. Core team members are too timid and fail to speak up.
2. Dominant team members drown out everyone else out.
3. Participants turn up late or don't turn up at all.
5. Your communication isn't clear and isn't understood.
4. You rush the briefing.
5. The briefing structure is confusing.

DELIVERABLES   1. Make sure everyone is clear about the programs goals and objectives, and their roles.
2. Make sure everyone is clear about the schedule.

OUTCOME   By the end of this stage all of the program's participants will have a clear understanding of the purpose and objectives of the program, and their role in making sure it is a success.

PART III.

LAUNCH

IT BEGINS .

THE PURPOSE of this program is to give your company the critical thinking and tools it needs to prosper and lead in the Exponential Future. Now, as we enter the LAUNCH PHASE of the program it's time for you to move from planning to doing and take the next step in your journey to becoming an Exponential Enterprise.

During this part of your journey the two teams you recruited during the RECRUIT STAGE will now be taking point and will be tasked with the responsibility of discovering valuable problems to solve, and then evaluating and developing them into concepts before company stakeholders finally choose the ones to take forwards and promote into the market.

TIME TO SPLIT

This part of the program is split into two separate tracks - one track dedicated to the PATHFINDER TEAM, which is marked in **BLUE**, and the other dedicated to the PIONEER TEAM, which is marked in **RED**.

LAUNCH PHASE SUMMARY

During the LAUNCH PHASE your mission is to discover valuable problems to solve and create concepts that are then launched into the market. The track for the PATHFINDER TEAM is highlighted in BLUE, and the track for the PIONEER TEAM is highlighted in RED below:

SCHEDULE

You have ELEVEN WEEKS to complete this phase.

DISCOVER STAGE		EXPERIENCE STAGE	MINDSTORM STAGE	TEST STAGE	PITCH STAGE	TEAR DOWN STAGE	PROTOTYPE STAGE		DEBRIEF STAGE	TRANSFER STAGE
▼		▼	▼	▼	▼	▼	▼		▼	▼
WEEK 1	**WEEK 2**	**WEEK 3**	**WEEK 4**	**WEEK 5**	**WEEK 6**	**WEEK 7**	**WEEK 8**	**WEEK 9**	**WEEK 10**	**WEEK 11**
		▲		▲		▲			▲	
		REFLECT STAGE		SELECT STAGE		IMPROVE STAGE			PRESENTATION STAGE	

DISCOVER STAGE		EXPERIENCE STAGE	MINDSTORM STAGE	TEST STAGE	PITCH STAGE	TEAR DOWN STAGE	PROTOTYPE STAGE		DEBRIEF STAGE	TRANSFER STAGE
▼		▼	▼	▼	▼	▼	▼		▼	▼
WEEK 1	**WEEK 2**	**WEEK 3**	**WEEK 4**	**WEEK 5**	**WEEK 6**	**WEEK 7**	**WEEK 8**	**WEEK 9**	**WEEK 10**	**WEEK 11**
		▲		▲		▲			▲	
		REFLECT STAGE		SELECT STAGE		IMPROVE STAGE			PRESENTATION STAGE	

THE PATHFINDER TEAM

DISCOVER AND CONQUER NEW UNIVERSES [AND METAVERSES] .

PATHFINDER TEAM SUMMARY

The core mission of the PATHFINDER TEAM is to create next generation of Exponential Enterprises that are equipped to lead an existing industry or a create a new industry.

SCHEDULE

You have ELEVEN WEEKS to complete this phase.

DISCOVER STAGE		EXPERIENCE STAGE	MINDSTORM STAGE	TEST STAGE	PITCH STAGE	TEAR DOWN STAGE	PROTOTYPE STAGE		DEBRIEF STAGE	TRANSFER STAGE
▼		▼	▼	▼	▼	▼	▼		▼	▼
WEEK 1	WEEK 2	WEEK 3	WEEK 4	WEEK 5	WEEK 6	WEEK 7	WEEK 8	WEEK 9	WEEK 10	WEEK 11
		▲		▲		▲			▲	
		REFLECT STAGE		SELECT STAGE		IMPROVE STAGE			PRESENTATION STAGE	

THE CORE Mission of the PATHFINDER Team is nothing less than to disrupt and re-invent your existing company and industry, and discover and develop new industries. As a consequence if the majority of their discoveries and actions don't make you feel uncomfortable or even beter highly uncomfortable then you're not pushing them hard enough.

As a result of these objectives the PATHFINDER Team will inevitably have the highest barriers to success and the toughest challenges to overcome, the result of which means that they will likely be the most challenging for you to manage and protect throughout the course of the program.

That said though their mission and their success is absolutely crucial to the future prosperity and to the very survival of your company as you strive to lead, not follow, in the increasingly disruptive and fast paced Exponential Future.

ESSENTIAL THINKING

When you have your head buried in the program sometimes it's easy to overlook things, so here are some essential things to bear in mind to help you get the most from your journey...

Exponential Mindsets

To maximise the chances of success the PATHFINDER Team needs to adopt what's referred to as an Exponential Mindset where they move their thinking from being local and linear to global and exponential. Running and maintaining a traditional organisation is often more about sharpening the saw and operating as lean and as efficiently as possible, but when developing an Exponential Enterprise you'll quickly find that many of the old rules and thinking you abide by go straight out of the window.

Exponential Outputs

The PATHFINDER Team's core mission is to create one or more Exponential Enterprises that will eventually disrupt and lead one or more industries. As a result, as you step through this phase of the program you will be required to craft and produce a range of incredible outputs that you'll learn more about in the following stages.

Exponential Problem Hunters

As you'll discover and investigate in more depth during the DISCOVER STAGE there are plenty of exponential customer

frictions and disruptive opportunities for you to discover, or even re-discover, and solve, but in order to find them and then see them for the problems they are you need an explorers mindset.

Exponential Problem Solvers

All the exponential customer frictions and disruptive opportunities you discover will inevitably mean exponential problems to overcome and solve, and by running this program you and your team have been given the green light by your senior leadership team to go ahead and develop Exponential Enterprises that will make a significant impact and contribution to the future prosperity of your company and all your stakeholders.

"MAKE **BIG PROBLEM** AND **10X THINKING** YOUR NORTH STAR."

DISCOVER

EARLIER ON, during the PREPARE PHASE, we laid the foundations of the program, explored and addressed the cultural challenges within your company, defined your company's Exponential Purpose, and assembled your Core Team. And now you're entering one of the program's most exciting stages, the DISCOVER STAGE, where you and your teams get to discover and explore the myriad of new ideas and concepts that will help your company survive and prosper not just in the next decade, but if applied continuously, well into the next century as well.

And if that sounds like a grand ambition, well, those are some of the same objectives shared by some of your fellow pathfinders and pioneers who you can either think of as peers to work with, or as competitors to out compete - choose whatever point of view motivates you most.

This stage is one of the most critical stages of the entire program because not only is it arguably the true start of your journey but the things you discover during it will form the basis of all the activities and dialogue for the rest of the program. But, all that said though, don't forget that discovery isn't just a one time process, it's a continuous one.

The first challenge you will encounter during this stage will be figuring out where to spend your time, literally and figuratively, in order to maximise your returns, after all there are so many new ideas and concepts to discover that this stage itself could occupy you for several lifetimes. As a result you'll encounter a lot of noise during this stage, so it's absolutely imperative that you remember your Exponential Purpose and stay focused on your team's core mission.

There is also the very real danger during this stage that if you don't dig deep enough or explore widely enough that you'll fail to discover valuable insights that might make a huge difference to the success of your program later on, and another major challenge you will face during this stage will be trying to rid yourself of all your old ideas and preconceptions, as well as the other mental baggage you carry around in your head.

After all, if you truly want to build an enduring, future fit Exponential Enterprise not only does that mean being able to see things in radically new ways with a new lens, but, as you'll quickly discover, it also means that the rules that governed the past no longer apply to the future - and that just makes this stage all the more exciting.

ESSENTIAL THINKING

When you have your head buried in the program sometimes it's easy to overlook things, so here are some essential things to bear in mind to help you get the most from your journey...

Alternative Industries

The vast majority of organisations limit their research and exploration to what their competitors and peers in the space are doing, but as organisations become increasingly digital and global, and as the boundaries between many previously distinct and siloed industries continue to erode your next great idea, opportunity, or threat, is just as likely to come from another alternative industry as from your own. As a result you can likely find more ideas and inspiration by exploring these alternative industry's R&D and Innovation Labs, and by more closely researching their investment strategies.

Disruptive Startups And Upstarts

Today starting a business is cheaper and easier than ever before and with net new company registrations soaring above 100 million in just the past few years there are more entrepreneurs

than ever before looking for chinks in established industry value chains, and for new Exponential Problems to solve. As a consequence while there is a huge amount of noise in this space there are also many inspirational diamonds in the rough for you to discover, polish up, and make your own.

Explore Far And Wide

Many people often limit their search for new inspiration and new problems to solve to the confines of their own country, industry, or language, but by exploring wider and further than these artificial boundaries you and your team will be amazed at the sheer volume and variety of different problems and innovative solutions you'll discover when you dare to look abroad, look at alternative industries, or search in alternative languages, for inspiration.

Exponential Investors

The global investment community is often an area that most researchers overlook, but as we continue to see the abandonment of the Shareholder Primacy rule, where companies put short term profits and shareholders first and instead focus on the long term, there

Notes:

are an increasing number of Corporate Venture Capital funds, Global Asset Managers, and Private Equity companies that are on the hunt for the next big things and disruptive startups, all of which makes them and their portfolio companies good candidates to research.

Exponential Problem Hunters

There are a great number of mass market exponential problems worth solving and exploring, so take time to research the challenges the world is facing, and remember that often the world's greatest problems are also often the world's greatest business opportunities.

Exponential Technologies

As we detail in our complimentary **Exponential Technologies: The Next 50 Years Codex** while exponential technologies are just blank slates waiting for explorers like you to discover Exponential Problems to solve before using them to create disruptive new products and services with your aim should be to explore as many of them as possible in order to understand how you can use them to achieve maximum impact, as well as for inspiration.

Friction Finders

Discover and explore as many customer frictions and gaps in industry value chains as you can that affect a great number of people who will pay money to solve them.

Trend Hunters

As we detail in our complimentary **311 Trends Codex** there are always a great number and variety of different trends you can explore and research and you'll quickly discover that many of them influence a lot of the things you've already discovered.

TASK SUMMARY

Your task during the **DISCOVER STAGE** is to discover and explore as many new concepts that align with your team's **CORE MISSION** and the company's Exponential Purpose as possible.

SCHEDULE

You have **TWO WEEKS** to complete this stage.

Discuss objectives, communicate methods and support strategy.

▼ **KICKOFF WORKSHOP**

Review your progress and make any necessary adjustments.

▼ **REVIEW SESSION**

MON	TUE	WED	THU	FRI	SAT	SUN

▲ **DISCOVER**

Start the Discovery process. Explore.

Review your progress, resolve any issues quickly.

▼ **REVIEW SESSION**

MON	TUE	WED	THU	FRI	SAT	SUN

▲ **WRAP UP SESSION**

Debrief and review, begin preparing for the next stage.

GUIDANCE

ACTIVITY LIST
1. Conduct a Kick Off Workshop.
2. Start discovering problems to solve and new concepts.
3. Conduct the first Review Session.
4. Conduct the second Review Session.
5. Conduct a Wrap Up Session.

TIPS
1. Act with urgency.
2. Always keep the customers point of view at the forefront of your mind.
3. Be empathetic.
4. Be curious.
5. Be open minded at all times and eliminate all biases and preconceptions.
6. Dig deeper into the ideas and problems you discover.
7. Explore far and wide.
8. Keep a categorised record of your discoveries that you can refer back to later.
9. Leave judging your discoveries until the review sessions.
10. Listen intently to the people you talk to and ask open questions.
11. Speak up during your interview sessions.
12. Step outside your comfort zones and everyday silos.

CRUCIAL MOMENTS
1. Communicating and defining your objectives.
2. Finding as many new areas to explore as possible.
3. Identifying the best discoveries that will have the greatest impact.
4. Starting the discovery process quickly.

RISKS
1. Dominant team members drown out everyone else out.
2. Focus groups contain the wrong mix of people.
3. Participants are too timid and fail to take the initiative.
4. Your team spends too much time staying inside their traditional comfort zones and silos.

DELIVERABLES
1. Create a summary of your discoveries categorised by impact and total addressable market.

OUTCOME
By the end of this stage your team will have scoured the globe, literally and figuratively, to discover disruptive and valuable new concepts and problems that could disrupt your existing company or industry, and create a new Exponential Enterprise.

FRAGMENT CARDS

311
Global Advisory
Forecasting
Innovation
Strategy

This fragment card template is designed to bring structure to the stories and observations uncovered during your research. It facilitates the design team to document stories and observations and to synthesise them into real need statements.

TEAM NAME AND NOTES:

1 **STORIES AND OBSERVATIONS**
Tensions, contradictions, and surprises.

2 **FRAMING THE REAL NEEDS**
What are the underlying needs that can be retrieved from these stories?

3 **MEETING DETAILS**
Location and user details

Click or scan to download this resource and other innovation resources.

PERSONA PROFILING

311

Persona are fictional profiles often developed as a way of representing a particular group based on their shared interests and needs. Personas can provide a range of different perspectives allowing teams to define and engage the different groups that may exist within their target market.

TEAM NAME AND NOTES:

1 **PAINS**
Fears, frustrations, and anxieties.

2 **GAINS**
Wants, needs, hopes, and dreams.

3 **STORIES AND OBSERVATIONS**
Write down quotes or observations that best describe their experience

4 **JOBS TO BE DONE**
What are they trying to do and why is it important to them?

5 **REALITY**
How do they achieve those goals today? Any barriers in their way?

6 **CONTEXT**
Are there other factors that we should take into consideration?

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LINEAR UNPACKING

311

This is a linear approach to help teams align on the stories, observations, and real world need statements collected and crafted while working as pairs. This is also where the team transition from need statements to crafting insight statements.

TEAM NAME AND NOTES:

1 **USER**
Who did you meet?

2 **OBSERVATIONS**
What tensions, contradictions, or surprises do you notice that stops them from achieving their goal?

3 **REAL NEED**
What is the user trying to do or achieve?

4 **INSIGHT**
What causes these tensions, contradictions, or surprises? What emotions motivate the user to behave this way?

5 **NOTES:**

INSIGHTS SELECTOR

311

Use this sheet to help you discover user insights and facilitate group discussions around those insights. These insights and discussions will then help you generate ideas during the MINDSTORM STAGE.

TEAM NAME AND NOTES:

RELEVANCE TO PROGRAM OBJECTIVES

+

These will lead to
incremental improvements

These will fuel new innovative ideas

These are a waste of our time

Interesting for future
programs but parked for now

-

-          **NON OBVIOUS INSIGHTS**   +

Click or scan to download
this resource and other
innovation resources.

EXPERIENCE

IT IS one thing to discover and explore new things from a distance, however you may have happened across them, but as Neil Armstrong, the first man on the Moon, would no doubt tell you if he were still alive today, it's another thing entirely to experience those discoveries first hand.

Try as you might it's impossible to ignore the fact that every aspect of your professional and personal life is changing around you at an accelerating rate, and irrespective of your role within your company there is absolutely no substitute for leaving your paperwork on the desk, getting up from your chair, leaving the comfort of your coffee maker, and venturing out into the real world to dive into and experience as many of the discoveries you made during the DISCOVER STAGE as you can first hand.

Furthermore, if you aren't doing your utmost to experience as many of them as possible, and really striving to analyse and understand the implications of them all and what they ultimately mean for your company or the markets you want to serve, then the likelihood of you completing this program successfully will be slim, so get out there and experience them.

ESSENTIAL THINKING

When you have your head buried in the program sometimes it's easy to overlook things, so here are some essential things to bear in mind to help you get the most from your journey...

Both Not "Either Or"

When you are experiencing your discoveries first hand remember to experience as many of the customer frictions and problems you discovered as well as the new concepts you discovered as you can. After all the goal of this program is just as much about discovering new things as it is about finding problems to solve and developing products that solve them.

Cyber Physical

In today's world it's just as likely that some of the things you discovered are digital in nature so if this is the case experience them appropriately, and for those discoveries that were more physical in nature do your best to experience as many of them as possible in person, and if for whatever reason you can't then find alternative ways to experience them such as mock ups or storyboards.

Call To Action

Your life as a desk jockey, if you were one that is, is over and your first action is to get up, get out, and explore all of your discoveries first hand. After all, need I remind you as an explorer that researching the Moon and setting foot on it are not the same. Explore more, explore first hand, and explore with impunity.

Get Uncomfortable

As you explore and experience more of your discoveries first hand if you have done your research correctly then they should all excite you and make you fear for the future of your own company in its existing form. After all, if the discoveries you have made don't have significant implications for your company or your industry, or help you zero in on developing a new industry then your research hasn't gone far enough.

It's Just Theory

There's a good chance that some of the discoveries you made might still just be theoretical in which case you're not going to be able to experience them first hand. If this is the case look for alternative ways to experience them such as white boarding or visualising them - use your mind as the canvass and get that imagination flowing.

Long Distance Relationships

Just as some of the discoveries you made might still be theoretical it's also highly likely that others will be unavailable for your to experience first hand, perhaps because they're located in another country or for some other reason. But if this is the case, again, think of other ways that you could experience them, for example via video link or by using other visualisation techniques like the ones we've discussed.

Notes:

TASK SUMMARY

Your task during the EXPERIENCE STAGE is to experience first hand as many of the most interesting discoveries from the DISCOVER STAGE.

SCHEDULE

You have THREE DAYS to complete this stage.

Discuss objectives and assign roles
and tasks to team members.

▼ KICK OFF WORKSHOP

MON	TUE	WED	THU	FRI	SAT	SUN

▲ EXPERIENCE

Experience as many of your
findings first hand as you can.

▲ WRAP UP SESSION

Review your work and summarise
your findings.

GUIDANCE

ACTIVITY LIST
1. Conduct a Kick Off Workshop.
2. Get out there and experience your findings first hand.
3. Conduct a Wrap Up Session.

TIPS
1. Apply the Five Minute rule, if the concept hasn't grabbed you within five minutes move on.
2. Be as active as possible and make the most of your time.
3. Be open minded and objective with all your assessments.
4. Experience your findings from the view point of the customer.
5. Get out of your comfort zones.
6. Leave your bias and your pre-conceptions at home.
7. Seek out connections beyond your usual circle to get a broader perspective.
8. Share your findings in a way that is inspiring.
9. Some of your findings may still be theoretical so discover alternative ways to experience them.
10. Talk to other people and dig into their own opinions and experiences.
11. Record your experiences in a standardised way so you can refer to them later.
12. Use standardised terminology.

CRUCIAL MOMENTS
1. Maximising your time.
2. Quickly arranging visits to experience your discoveries.
3. Planning your time carefully so you get the most out of it.

RISKS
1. For whatever reason the your discoveries aren't available for you to experience.
2. Logistics fail you.
3. Participants aren't committed.
4. Participants aren't objective in their assessments.
5. Participants don't record information about their experiences.
6. Participants don't spend enough time experiencing each discovery.
7. Participants run out of time.

DELIVERABLES
1. Create a summary of your key findings categorised by impact and total addressable market.

OUTCOME
By the end of this stage you will have gained first hand experience of all your discoveries from the previous stage.

REFLECT

HAVING COMPLETED the DISCOVER STAGE and EXPERIENCE STAGE, and bearing in mind that discovery, like disruption, is a never ending process it's highly likely that by now you've been overcome by the sheer variety and volume of all the discoveries you made and that your minds are now racing to try to process and make sense of them all.

Consequently this is the perfect time for you to bring the PATHFINDER Team back together so everyone can share and reflect on their findings before you move on to the MINDSTORM STAGE where you'll be examining all your discoveries in much greater detail before starting the SELECT STAGE.

ESSENTIAL THINKING

When you have your head buried in the program sometimes it's easy to overlook things, so here are some essential things to bear in mind to help you get the most from your journey...

Debate

During this stage don't be afraid of speaking up and debating different points of view, after all everybody's viewpoint is different and it's important that your findings stand up to team scrutiny. If they don't then you have to collectively decide whether or not the problems you've identified are concept killers, theories to park until another time, or just minor niggles that can be ironed out later on in the program.

Idea Killers

Having ensured a free and open debate so far if you are really up for a challenge then you can always kick this stage up a notch by tasking a couple of team members with the role of critics and cynics to see how well they can tear down your findings and thinking. If your findings can stand up to their onslaughts then it will just go to prove you're on the right track so keep forging ahead, and if not then make the necessary adjustments and remember your team's Core Mission.

Stay On Mission

As you reflect on your findings remember to evaluate everything firstly from the customer's viewpoint, and then secondly from your company's viewpoint. After all, while your findings might fit the program's brief of being disruptive and innovative you must also bear in mind the

logistics and practicality of developing and selling them while all the time remembering your team's Core Mission and the company's Exponential Purpose.

Set The Context

As you take turns to share your findings with the team remember that some of them might not have been present during all the tasks as they worked on their own streams and tasks. As such before you begin you should take some time to set the scene so that your findings can be accurately peer reviewed.

Gather Together

Before you sit down together to discuss and review all your findings first make sure you have secured the right inspirational space to hold your session, second make sure everyone has access to the subject materials, and thirdly make sure you have the right recording and review processes in place so you don't miss or overlook any important findings.

Notes:

TASK SUMMARY

Now you have completed the EXPERIENCE STAGE it is time to come back together and reflect on your findings.

SCHEDULE

You have TWO DAYS to complete this stage.

Regroup, reflect on, and then summarise your all your findings.

▼ KICK OFF WORKSHOP

MON	TUE	WED	THU	FRI	SAT	SUN

▲ WRAP UP SESSION

Perform a final review of your work.

GUIDANCE

ACTIVITY LIST
1. Conduct a Kick Off Workshop.
2. Conduct a Wrap Up Session.

TIPS
1. Be engaged and engaging.
2. Be quantitative when evaluating your findings.
3. Don't be afraid to be critical.
4. Keep the recordings and summaries you made during the EXPERIENCE STAGE on hand.
5. Remember to stay true to the objectives of the program.
6. Speak up and be heard.
7. Think about how you present your discoveries and findings to the other participants.

CRUCIAL MOMENTS
1. Being clear on how you are going to evaluate your findings.
2. Summarising your findings to the other participants.

RISKS
1. Dominant team members drown out everyone else out.
2. Participants are late or absent.
3. Participants are not fully committed.
4. Participants don't have an open mind.
5. Participants loose focus.
6. Participants loose sight of the programs objectives.
7. Participants run out of time.
8. Your records and summaries are incomplete and missing vital information.

DELIVERABLES
1. Create a summary of your key findings categorised by impact and total addressable market.

OUTCOME
By the end of this stage you will have evaluated all the discoveries and findings from the previous stages and have a good view of your top concepts.

YOU HAVE finally reached the MINDSTORM STAGE where your team takes their findings from the DISCOVERY STAGE and uses them to generate as many new ideas and product concepts as possible. This is the creative peak of the entire program, and the innovation opportunities, the discovered customer frictions and problems to solve, and the creative process all play a vital part during this stage.

You now have the chance to change the future for the better and the electricity that you can feel coursing through the synapses in your brain will soon trigger the spark that ignites your creativity and makes it all happen, so embrace it don't fear it, and remember tens of billions of years ago all it took was a single spark to give birth to the entire universe and all the infinite possibilities and potential that came with it.

ESSENTIAL THINKING

When you have your head buried in the program sometimes it's easy to overlook things, so here are some essential things to bear in mind to help you get the most from your journey...

Be Bold

The ideas you generate during this stage can target your company's existing industry, adjacent industries, or an industry or collection of markets that have yet to be created so be bold.

Curb Appeal

As you step through this part of the program try to keep ideas that would be very appealing to customers and that would stand out in a crowded market at the forefront of your mind. Often you'll also find that these types of ideas will also be the ones more likely to gain rapid internal support.

Fear Factor

Remember that if the concepts you are mindstorming don't excite or scare you then they're probably playing it too safe or too close to the existing status quo, in which case do whatever you need to do and re-double your efforts.

Get Out

Never ever do brainstorming at the office, go out and find a bright motivational space to conduct your workshops in.

Notes:

Obey The Clock

Its very easy during this stage to loose track of time so make sure you are aware of the time and any time constraints, then work as quickly and as diligently as you can while maintaining a good pace.

Quantity Over Quality

At this stage you are looking to generate as many new ideas and concepts as possible and you will be expected to present as many as up to five of them at the upcoming PITCH STAGE. At the moment it is best to generate as many ideas as you can and then flesh them out later rather than find you have too few and are only left with a handful of ideas to take through the remainder of the program.

The Intersections

When brainstorming think carefully about the intersections of different technologies and industries and how you can exploit them to come up with new and original ideas.

Remember Your Calling

When it comes to brainstorming remember your team's Core Mission and use an Exponential Mindset, and if your ideas sound like just another iterative product improvement or an extension of one of your existing products, then sideline them.

Notes:

TASK SUMMARY

Your task during the MINDSTORM STAGE is to come up with as many new concepts and ideas as possible.

SCHEDULE

You have ONE WEEK to complete this stage.

Discuss your objectives, clearly communicate expectations.

▼ KICK OFF WORKSHOP

Review your progress, gather together and categorise your ideas.

▼ WRAP UP SESSION

MON	TUE	WED	THU	FRI	SAT	SUN

▲ MINDSTORM WORKSHOP

Start Mindstorming.

▲ CONCEPT IMPROVEMENT WORKSHOP

Review your progress, make any necessary improvements.

GUIDANCE

ACTIVITY LIST
1. Conduct a Kick Off Workshop.
2. Conduct a Mindstorm Workshop.
3. Conduct a Concept Improvement Workshop.
4. Conduct a Wrap Up Session.

TIPS
1. Create Idea Directions or Opposite Statements if you get stuck.
2. Defer all judgments about the quality of the concepts until later on in the program.
3. Ensure outsiders joining the workshops integrate well within the group.
4. Generate as many concepts as possible.
5. Keep an open mind.
6. Stay committed and stick to the schedule.
7. Think outside of the box.

CRUCIAL MOMENTS
1. Choosing the right venue.
2. Creating the right atmosphere.
3. Managing the participants to get the most out of them.
4. Most new ideas are generated before lunch time.
5. Participants should own their concepts.

RISKS
1. Debates and discussions are never ending.
2. Indecision about whether or not the concepts are a good fit or not.
3. Participants are disappointed.
4. Participants can't defer their judgements.
5. Participants don't understand the objectives of the program.
6. Participants struggle to think outside the box.
7. Participants turn up late or not at all.
8. Senior management dominate the process.
9. Smart devices and phones interrupt the process.

DELIVERABLES
1. Generate at least 200 concepts.

OUTCOME
To generate as many new concepts as possible.

10x10

The 10x10 tool is an easy and fast ideation exercise designed to kick start your ideation session. We all have pre-conceived solutions in mind. By starting your ideation session with 10x10 you have the chance to put those on paper and share them with the rest of the team.

TEAM NAME AND NOTES:

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CONCEPT CARD

311

The Concept Card helps you build out your sticky note ideas into a more full bodied concept. Steer clear of abstract language and answer the trigger questions as concretely as you can.

TEAM NAME AND NOTES:

1 **FOR**
Describe your customer.

2 **WHO HAVE THE PROBLEM OF ...**
Describe your customer's problem.

3 **WE OFFER ...**
Describe the solution you are offering.

4 **FIRST IDEAS TO SEE RESULTS**
Describe first revenue model ideas.

5 **RADICAL OR NOT**
Describe how radical your idea is and plot it on the axis.

10 **VERY RADICAL**

1 **NOT AT ALL RAD**

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TREND GRID

311

The Trend Matrix tool is designed to help you zero in on the trends that are important to you and your target customers and quickly Mindstorm ways to address or solve them.

TEAM NAME AND NOTES:

	1 PROBLEM OR TREND	2 PROBLEM OR TREND	3 PROBLEM OR TREND	4 PROBLEM OR TREND
1 IDEA				
2 IDEA				
3 IDEA				
4 IDEA				
5 IDEA				
6 IDEA				

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FEEDBACK GRID

311

The Feedback Grid helps you organise the information you gathered from users testing out your ideas and concepts. You should record your findings and the results honestly, and there is no point covering up negative feedback. Use the information gleaned to develop your understanding of the problem.

TEAM NAME AND NOTES:

What worked?
Why?

What confused them?
Why?

What didn't work?
Why?

What new ideas did they add?
Why?

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TEST

NOW THAT you have completed the MINDSTORM STAGE you must test the main theories that legitimise, support, and underpin your concepts to see how well founded and sound they are before you move on to the SELECT STAGE and find that some of your assumptions and thinking are flawed.

Given the time constraints though it is unlikely you will be able to test all your theories or concepts so you need to focus on the key ones that give your program, the greatest chance of success.

As you know your goal is to build an Exponential Enterprise and while you've found problems to solve and new disruptive opportunities during the DISCOVER STAGE you now need to focus more intently than ever before on value creation and capture before finally moving on to the later stages in the program and then eventually pushing your winning concepts into the market.

When you're considering which concepts to take forwards during the SELECT STAGE it will be advantageous to gather together as many alternative points of view as possible so you can make an unbiased and informed decision, and that's the purpose of this stage. After all, concepts that seem second

rate to you and your team because of, for example, any emotional attachments or preconceptions you may have about them might be considered by others to be the future rockstars so it's important that you Test-Test-Test and get as many fresh pairs of eyes as you can to look over them all before eventually down selecting them in preparation for future stages.

ESSENTIAL THINKING

When you have your head buried in the program sometimes it's easy to overlook things, so here are some essential things to bear in mind to help you get the most from your journey…

Overlapping Ideas

The chances are that you have a number of ideas and concepts that overlap or target the same customer segments, so if you are pressed for time consider aggregating them together and testing them all alongside one another during your interviews.

Culture And Timing

Often one of the most overlooked areas when testing concepts is the impact

of culture and timing on the eventual adoption and success of the products once they're released into the market, so make sure you have both at the forefront of your mind when designing your tests and conducting interviews with people.

Experiment

By conducting experiments with your interviewees you'll likely discover a number of new ideas and thus potentially new theories which may prove useful as you continue to test and then refine your concepts. As a result you should keep the testing process dynamic and use what you learn to dynamically modify and redefine your testing criteria as you go on.

Get Out

Always remember that testing is best done away from your office where neither you or your test subjects or interviewees are exposed to any unconscious biases or pressure.

Interviews

Group and face to face interviews are always preferable to running surveys when you're trying to gauge the reaction people have to your ideas and concepts since they provide a greater level of insight, especially when you ask open ended questions and want to delve into more detail. However, if you want to evaluate multiple ideas quickly then surveys are often the only option. Either way though choose your approach carefully.

Mock Ups

When testing your ideas and concepts with other members of your team, your company, or third parties, do your best to make the experience and tests and realistic as possible. While that might be difficult at times there are a number of ways you can achieve this, such as by mocking up landing pages and story boards, as well as by using other visualisation techniques.

Primary Theories

Each program is different so think about the critical factors that will make your concepts a success for your program, these will then become the primary theories you evaluate during this stage. As you test each theory with your interviewees you should record the

results as a percentage that reflects the conversion rate of potential customers from one phase of the buying cycle and customer journey to another. This is known as Innovation Accounting.

Seek Outsiders

In order to thoroughly test some of your ideas and concepts you may need to reach out to trusted third parties who are experts in the industry or product area you are interested in to see what they have to say.

Find The First

Provided you have done your research thoroughly enough then the chances are that many of your ideas and concepts are new and untested. As a result you will likely have to be more diligent in your search for early adopters or suitable candidates who you can test them for you.

TASK SUMMARY

Your task during the TEST STAGE is to test as many of the concepts you generated during the MINDSTORM STAGE as possible and eliminate the ones that wouldn't stand up to first contact with customers.

SCHEDULE

You have THREE DAYS to complete this stage.

Discuss your objectives, clearly communicate expectations.

▼ **KICK OFF WORKSHOP**

Review your progress and park any ideas that didn't pass your tests.

▼ **WRAP UP WORKSHOP**

| MON | TUE | WED | THU | FRI | SAT | SUN |

▲ **TEST WORKSHOP**

Start testing your ideas, see if they would survive customer contact.

GUIDANCE

ACTIVITY LIST
1. Conduct a Kick Off Workshop.
2. Conduct a Test Workshop.
3. Conduct a Wrap Up Workshop.

TIPS
1. Always keep the programs objectives at the forefront of your mind.
2. Be open minded.
3. Be quantitative when testing your concepts.
4. Don't be afraid to be critical.
5. Pay special attention to how you unveil your concepts to your customer groups.
6. Take the customers point of view.
7. Remember customers think linearly not exponentially and that this will need to be addressed.
8. Retain an exponential mindset.

CRUCIAL MOMENTS
1. Identifying the concepts with the most potential.
2. Revealing your concepts to customers.
3. The customers opinion is the moment of truth.

RISKS
1. Customers in the testing process don't like anything.
2. Customers linear thinking drags you back towards business as usual.
3. Participants aren't objective in their testing.
4. Participants don't ask enough open questions.
5. Participants don't get enough feedback.
6. Participants don't turn up.
7. Participants run out of time.
8. Participants test concepts with the wrong user groups and the wrong mix of people.
9. You don't have the necessary protections in place to ensure the confidentiality of your program when engaging third parties.

DELIVERABLES
1. A summary of your findings categorised by priority and impact.
2. A list of your top five concepts.

OUTCOME
By the end of this stage you will have sufficiently tested your concepts and theories with customer groups, evaluated their potential, and started the selection process.
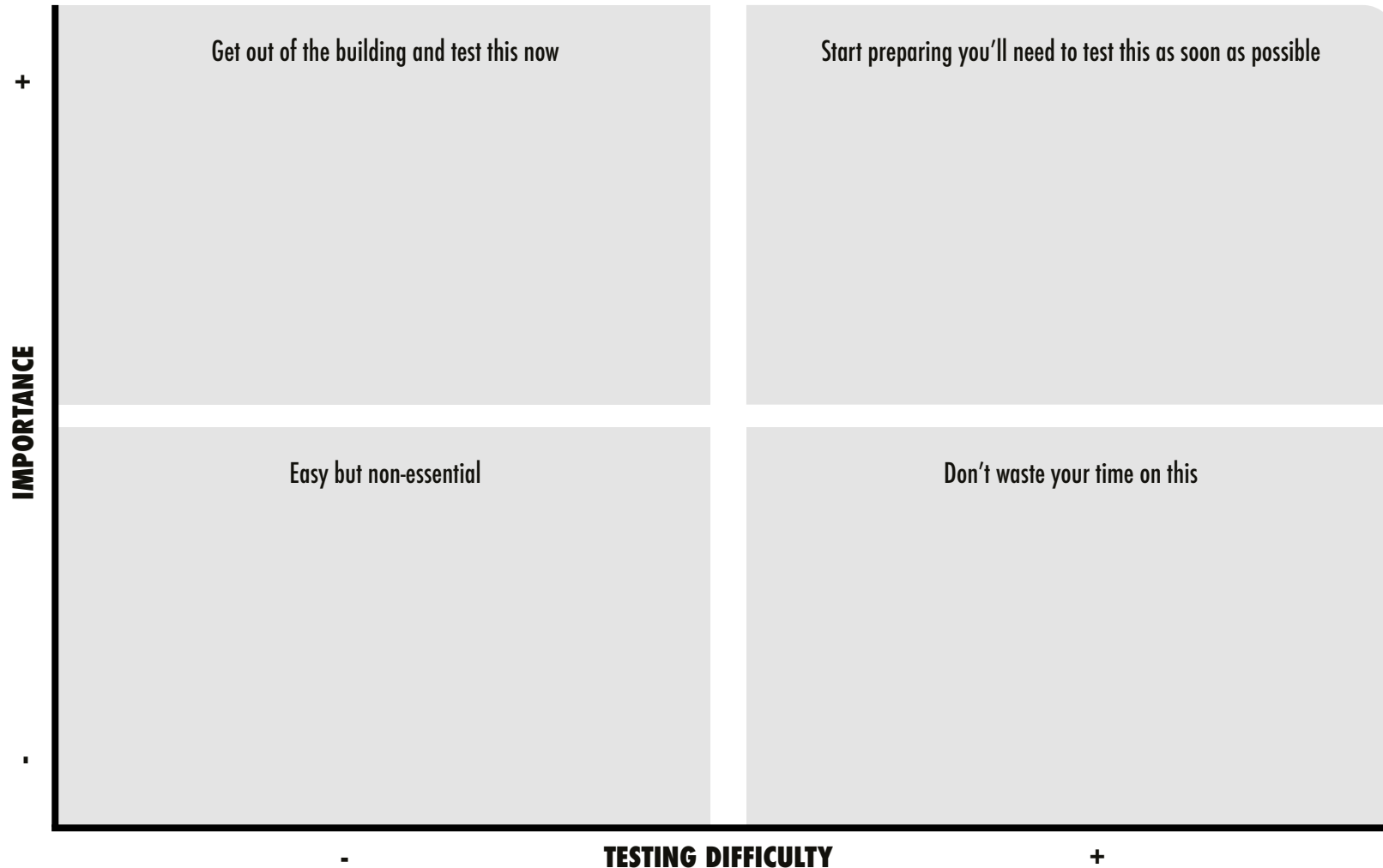
ASSUMPTION MAPPER

Every concept is full of assumptions and that's very normal. With this tool we try to identify those assumptions and map them to create an actionable overview of which assumptions to test first. Some assumptions are so big that the concept could collapse if not validated by your customers.

TEAM NAME AND NOTES:

IMPORTANCE

+

Get out of the building and test this now

Start preparing you'll need to test this as soon as possible

Easy but non-essential

Don't waste your time on this

-

TESTING DIFFICULTY

-                    +

INNOVATION BATTLEFIELD

311

This sheet helps you map the features of your concept to see how they will be percieved by your customers. It helps you be more critical about which assumptions really differentiate from others and which convince your customers into buying your products.

TEAM NAME AND NOTES:

PLEASURE LEVEL

+

Unexpected awesomeness	Exponentially better
I don't care	Expected essentials

-

INDISPENSIBILITY LEVEL

- +

TEST CARD

311

The Experiment Card helps you to set up the experiments that will allow you to validate those assumptions you previously mapped. Instead of running a full prototype define the elements of your concept you're not completely certain about and set up experiments to validate them individually.

TEAM NAME AND NOTES:

1 **TYPE OF EXPERIMENT**
A/B Testing, explainer video, pre-sell ...

2 **DESCRIPTION**
What needs to be tested and how will you do it?

3 **FOR**
Describe the target audience of this experiment.
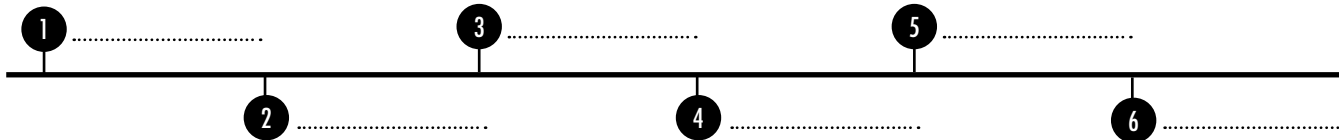
4 **SUCCESS**
Describe when the result of the experiment is successful.

5 **TO DO**
Sum up the practicalities needed to run the experiment and structure them on the timeline below.

1 ....

2 ....

3 ....

4 ....

5 ....

6 ....

FEEDBACK GRID

The Feedback Grid helps you organise the information you gathered from users testing out your ideas and concepts. You should record your findings and the results honestly, and there is no point covering up negative feedback. Use the information gleaned to develop your understanding of the problem.

TEAM NAME AND NOTES:

What worked?
Why?

What confused them?
Why?

What didn't work?
Why?

What new ideas did they add?
Why?

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DISRUPTIVENESS TEST

311

Use this tool to objectively evaluate if your new concept has the potential to re-shape your existing industry in entirely new ways.

TEAM NAME AND NOTES:

1 NEW MARKET DISRUPTION POTENTIAL

1. Is there a large population of people who historically have not had the money, equipment or skill to do this new thing by themselves?

2. Would they pay someone with more expertise to do it for them?

3. To use the new concept do customers need to go to an inconvenient central location?

2 POTENTIAL FOR LOW END DISRUPTION

1. Are there potential customers at the low end of the market who would be happy to purchase your new concept with lesser performance at a lower price?

2. Can we potentially create a business model that enables us to earn attractive profits at discounted prices in order to win the business of these lower end customers?

3 IMPACT ON EXISTING INCUMBENTS

1. Is the new concept disruptive to ALL of the incumbent firms within this particular industry?

4 RESULTS

If you answered yes to all of these questions then congratulations your new concept has the potential to disrupt your industry.

If you answered no to any of these questions then try re-visiting your idea to create a more disruptive or radical version of it.

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IN THE MINDSTORM STAGE and TEST STAGE you spent your time developing and testing new ideas and concepts that hopefully excited and scared you. And, bearing in mind the objectives of the program, if for whatever reason they didn't then I'd suggest you haven't explored thoroughly enough and I'd strongly encourage you to consider repeating those two stages before starting this one because this is the stage where you have to select the concepts you want to progress through to the next stages.

Continuing on, and provided you are confident you have fully met those objectives it's now time for you to weed out the weaker concepts and select the top five that you think have the best alignment with the programs objectives and your teams Core Mission, and the ones with the greatest potential to be wildly successful in the market.

The five product concepts you choose to progress during this stage will then be the ones you focus on to the exclusion of everything else for the remainder of the program so it is imperative you choose carefully.

ESSENTIAL THINKING

When you have your head buried in the program sometimes it's easy to overlook things, so here are some essential things to bear in mind to help you get the most from your journey...

Fear Factor

If you have done your research thoroughly and followed the program correctly then the thought of a competitor developing and pushing these concepts into the market should scare you. If it doesn't then go back to the drawing board and start again.

File Don't Bin

During this stage you will be dismissing alot of your concepts but it's important that these aren't binned or shoved mindlessly into the shredder. Categorise and file them away either to be used by the other teams in the program who could find them useful or as collateral for another program.

Hearts And Minds

When selecting the concepts to take forwards make sure that your reasons are unbiased and based on quantifiable

evidence.

Make The Case

If you remember all those disruptive startups and companies you discovered and explored during the early stages of this program, and I hope you do, it's now time for you to create a business case for each of the concepts you selected. This task will have implications later on in the program when one or more of your concepts will be sold into the market.

Massive Scale

The purpose of this program is to create an Exponential Enterprise that can dominate and lead industries and markets and achieve massive scale so ask yourselves whether or not the concepts you have selected could achieve multi-billion dollar valuations within a five year period.

Name Them

Give all of your concepts compelling names and a short description that makes it easy for others to understand their purpose.

Notes:

TASK SUMMARY

Your task during the SELECT STAGE is to select the top five concepts to take through to the PITCH STAGE and final rounds of the program.

SCHEDULE

You have TWO DAYS to complete this stage.

Discuss your objectives, clearly
communicate expectations.

▼ KICK OFF WORKSHOP

| MON | TUE | WED | THU | FRI | SAT | SUN |

▲ SELECTION WORKSHOP

Select the top five concepts to
progress, create mini business cases.

GUIDANCE

ACTIVITY LIST
1. Conduct a Kick Off Workshop.
2. Conduct a Selection Workshop.

TIPS
1. Be clear about your assessment and selection criteria.
2. Be quantitative in your assessments.
3. Be quick when creating your mini business cases, don't get lost in the minutiae.
4. Get feedback from the senior leadership team and third parties.
5. Remember to stay true to the objectives of the program.

CRUCIAL MOMENTS
1. Getting the first round of feedback from senior leaders.
2. Selecting your top five concepts.

RISKS
1. Participants are not fully committed to the process.
2. Participants can't agree.
3. Participants run out of time.
4. The calculations and estimates in the mini business cases are questionable.
5. The senior leadership teams response is very cautious.

DELIVERABLES
1. Select your top five concepts.
2. Create mini business cases for each chosen concept.

OUTCOME
By the end of this stage you will have selected your top five concepts with the most potential to take forwards to the next stage.
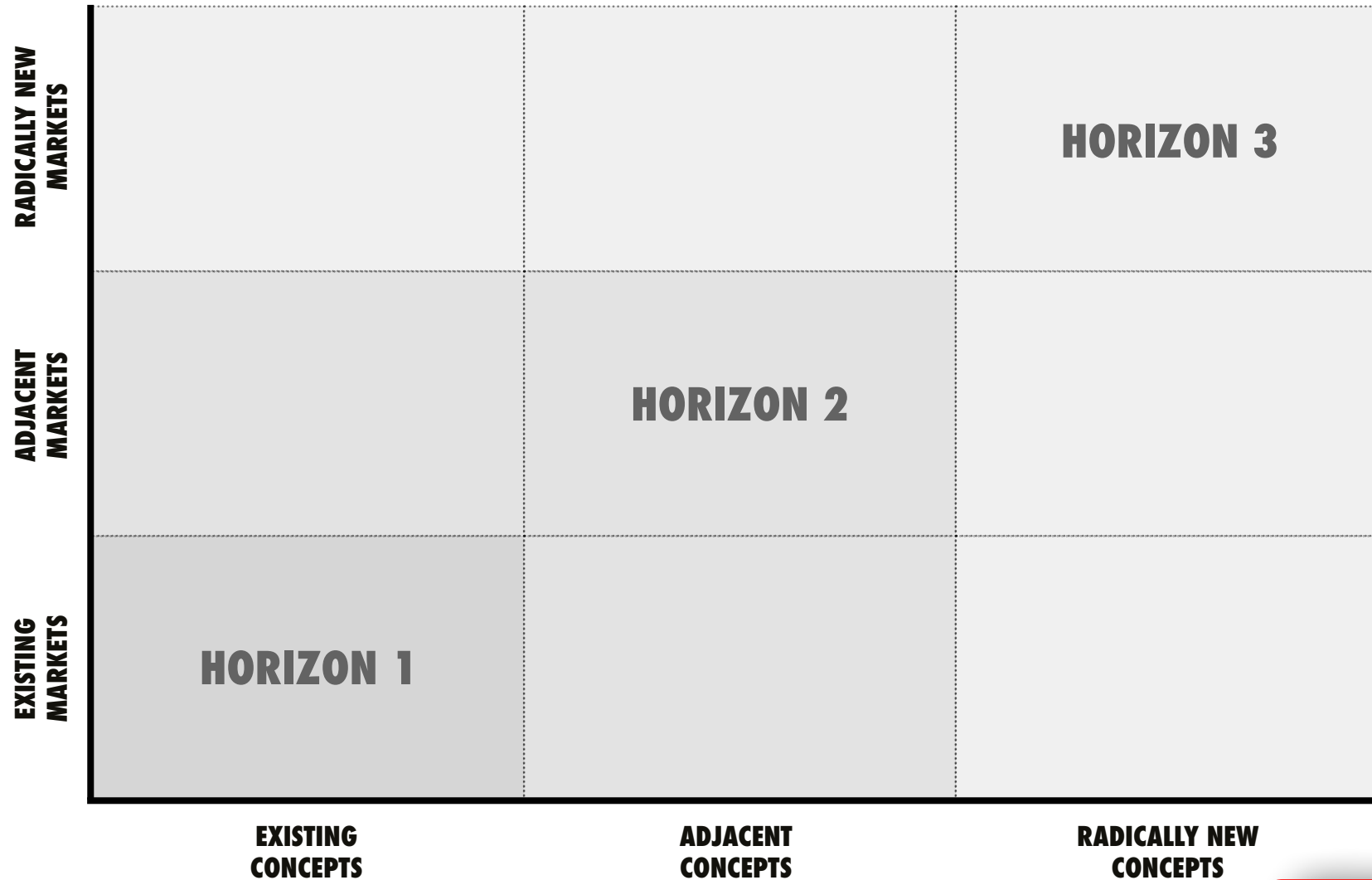
HORIZON SELECTION

311

This tool helps you evaluate and select the concepts to progress based on their disruption potential and differentiation from existing products in the market.

TEAM NAME AND NOTES:

	EXISTING CONCEPTS	ADJACENT CONCEPTS	RADICALLY NEW CONCEPTS
RADICALLY NEW MARKETS			**HORIZON 3**
ADJACENT MARKETS		**HORIZON 2**	
EXISTING MARKETS	**HORIZON 1**		

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AWESOME IDEA SELECTOR

311

This tool helps you assess your concepts along two main axes that when analysed will then help you to select the ideas you want to progress to the next stages.

TEAM NAME AND NOTES:

IMPOSSIBLE TO
IMPLEMENT

NORMAL
CONCEPT

INNOVATIVE
CONCEPT

EASY TO
IMPLEMENT

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INNOVATION LANDSCAPE

311

The Innovation Landscape tool helps you to create an overview by individually structuring your idea or your concepts on this matrix with your existing company in mind. It also helps you understand how realistic your concepts are at this point in time.

TEAM NAME AND NOTES:

REQUIRES NEW
BUSINESS
MODEL

USES EXISTING
BUSINESS
MODEL

LEVERAGE'S EXISTING TECHNICAL
COMPETENCIES AND SKILLS

REQUIRES NEW TECHNICAL
COMPETENCIES AND SKILLS

BALLPARK FIGURES

311 This tool will help you make a quick guestimate regarding the potential revenue of your new concepts.

TEAM NAME AND NOTES:

1 **BUYER**
Who buys your concept?

2 **USER**
Who uses your concept?

3 **FREQUENCY**
How often is your concept sold, and how often is it used?

4 **POTENTIAL**
How large is your Total Addressable Market, and is it growing?

5 **VALUE**
What is the pricing of your concept?
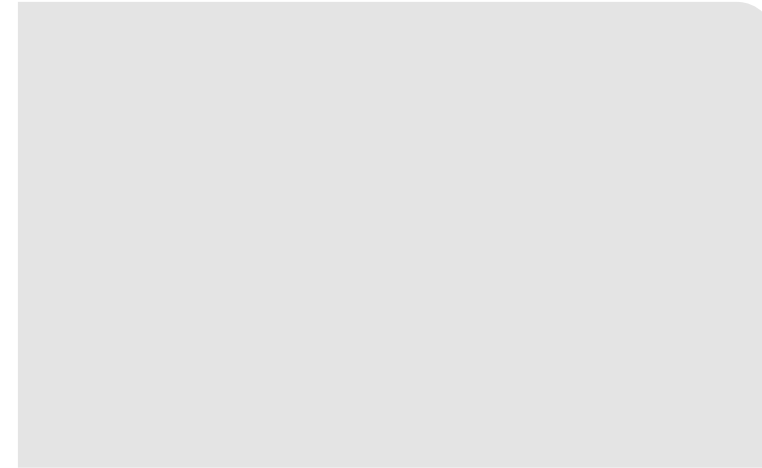
6 **TOTAL REVENUE PER YEAR**

BUSINESS MODEL CANVAS

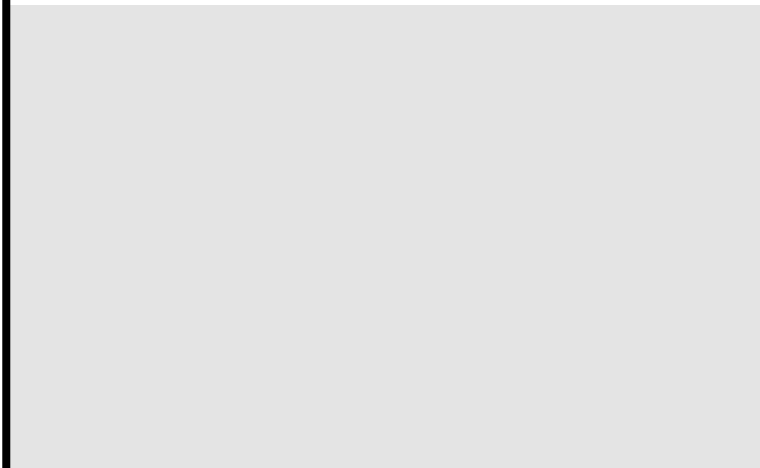**311 INSTITUTE : HOW TO BUILD EXPONENTIAL ENTERPRISES: SELECT STAGE**

The Business Model template will help you think more deeply about the logistics and practicalities involved in taking your new concepts to market which will be crucial when the time comes to selling them.

TEAM NAME AND NOTES:

KEY PARTNERS	KEY ACTIVITIES	VALUE PROPOSITIONS	CUSTOMER RELATIONSHIPS	POTENTIAL DISRUPTORS	CUSTOMER SEGMENTS
	KEY RESOURCES			**CHANNELS**	

COST STRUCTURE	REVENUE STREAMS

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VALUE PROPOSITION

311

The Value Proposition tool helps you focus on the specific type of value you're creating for your customers which comes in handy once you've filled in your Concept Cards. The more you can zone in on how your concept creates the right kind of value the more likely it is it will be adopted by users.

TEAM NAME AND NOTES:

1 CUSTOMER SEGMENTS
What customer segments are you creating value for? Who are the early adopters?

Describe Your 2 Most Important Customers

2 VALUE PROPOSITION
Brainstorm value propositions based on the value you deliver and the pains you solve.

Your 2 Most Important Value Propositions

3 CUSTOMER PAINS
Identify the customer pains you solve that customers will pay money to solve.

4 Customer Pains You Solve

4 UNIQUE VALUE PROPOSITION
Write a single compelling message that states why your concepts are different and worth paying money to buy.

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The Selection Grid tool is designed to help you focus on the strengths and value of your concepts and select the ones to progress to the next stages of the program.

TEAM NAME AND NOTES:

YOUR TOP 10 CONCEPTS

1 — Why?

2 — Why?

3 — Why?

4 — Why?

5 — Why?

6 — Why?

7 — Why?

8 — Why?

9 — Why?

10 — Why?

YOUR TOP 5 PICKS

1

2

3

4

5

PITCH

THE TIME has now come to pitch the concepts you chose to progress during the SELECT STAGE to your senior leadership team in order to secure the necessary executive sponsorship and follow on funding that will allow you to finally build them in the PROTOTYPE STAGE.

It is also important to bear in mind that during this stage your senior leadership team will be expected to ask tough questions and might reject and shelve some of your chosen concepts. However, while that might be disheartening you have to remember that, provided the reason for shelving them is sound it's better to fail now rather than fail later down the line when you've all spent even more time and money developing them all.

ESSENTIAL THINKING

When you have your head buried in the program sometimes it's easy to overlook things, so here are some essential things to bear in mind to help you get the most from your journey...

Be Creative

Don't be fooled into thinking that your pitch has to follow the traditional death by slideshow style - there are plenty of ways you can differentiate your pitch and make it more exciting while not loosing its core essence or message. Remember though that if you let your creativity go too far you might run the risk of alienating the audience you are presenting to and going off topic so choose your presentation style wisely.

Elevator Pitch

When thinking about your pitch one of the best tools you can use to streamline your value proposition, and an old favourite of many business leaders is the elevator pitch. During this task your objective is to create a three minute pitch that extols the benefits and value of each of your concepts.

Practice Makes Perfect

Practice makes perfect as they say so make sure you practice, practise, practise in front of your team mates and other stakeholders who will all play the role of the leadership team and provide you with constructive feedback as necessary.

Notes:

The Presentation

When developing your presentation make sure that it is articulate, crisp, and to the point, and avoid including any details or information that you can't back up, quantify, or can't answer questions about.

Notes:

TASK SUMMARY

Your task during the **PITCH STAGE** is to pitch your remaining concepts to the senior leadership team before down selecting them again to the final three.

SCHEDULE

You have **FIVE DAYS** to complete this stage.

Discuss your objectives and start preparing your pitches.

▼ **KICK OFF WORKSHOP**

Start rehearsing.

▼ **REHEARSALS**

Pitch your concepts to the senior leadership team.

▼ **PITCH SESSION**

MON	TUE	WED	THU	FRI	SAT	SUN

▲ **REVIEW SESSION**

Review your work so far and make refinements.

▲ **FEEDBACK WORKSHOP**

Gather feedback and select the top three concepts to progress.

GUIDANCE

ACTIVITY LIST
1. Conduct a Kick Off Workshop.
2. Conduct a Review Session.
3. Begin rehearsals.
4. Conduct the Pitch Session.
5. Conduct a Feedback Workshop.

TIPS
1. Be engaged and engaging.
2. Don't let nerves get the better of you.
3. Keep your presentation clean and minimalistic.
4. Know your concept and topic areas inside and out.
5. Know all your facts and numbers.
6. Keep to time.
7. Rehearse, rehearse, rehearse.
8. Stay focused and on topic.
9. The flow and tone of your pitch matters.

CRUCIAL MOMENTS
1. Choosing the right venue.
2. Getting full and honest feedback.
3. Selecting your top three concepts.
4. The pitches.

RISKS
1. The audience doesn't have an open mind and doesn't get it.
2. Participants are late or do not attend.
3. Participants forget their facts and numbers.
4. Participants get sidetracked, for whatever reason.
5. The AV breaks.
6. The audience gets bored or disengaged.
7. The pitch is confusing or incomplete.
8. The pitch misses the point.

DELIVERABLES
1. Select your top three concepts.

OUTCOME
By the end of this stage you will have presented your top concepts to the senior leadership team and the assembled audience, and after the feedback workshop you will have selected the final three concepts to progress.

PITCHING CANVAS

311

The Pitching Canvas helps you get your concept across to your audience in a concrete and logical manner. Use this tool to build and test your storyline before you start using your pitch deck.

TEAM NAME AND NOTES:

1 PROBLEM
What problem are you trying to solve? How does it impact the problem owner?

2 SOLUTION
How do you propose to solve the problem? How feasible is the solution that you have in mind?

3 CALL TO ACTION
What do you need to make your solution a reality? What are the next steps?

4 BUSINESS MODEL
How will you capture value? How much value will this solution bring to your company?

5 CREDIBILITY
What are the assumptions you validated? Why will it work? Why should they believe you?

6 Q&A
What work did you do that you would like to showcase? What kind of critical questions can you expect from the audience?

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BY THEIR very nature your initial concepts are going to be imperfect so you are always going to be able to find flaws in them that you'd like to improve upon and resolve. Furthermore, bearing in mind your objective is now to get as many of your remaining concepts successfully through to the end of the program as possible, so they can have as great an impact on your company and the market as possible, it's imperative you stress test them all thoroughly and do your best to tear them down. And if you fail to tear them down then you either need to try harder, get other points of view, or you've done your homework well. Hopefully it's the latter.

If you've followed the program correctly, and I'm sure you have, then finding significant or terminal flaws in your concepts and thinking should be difficult, and crushing them, whether it be from a commercial, consumer, design, market, or technical perspective, should be at the least very difficult.

However, all that said, even at this stage in the program there is still the chance that you've overlooked one or more key factors that might derail them later on in the program, so if that's the case then it's better to discover those flaws right here right now in this stage, rather than later on in the program in front of your leadership team during the PRESENTATION STAGE where their airing will be much more of a public affair.

ESSENTIAL THINKING

When you have your head buried in the program sometimes it's easy to overlook things, so here are some essential things to bear in mind to help you get the most from your journey...

Chaos Monkeys

If your concepts are standing up to scrutiny then consider throwing multiple spanners into the works by introducing chaos into the mix which is the ultimate test.

Embrace Interruption

If you are stuck trying to find different ways to tear down your product try tearing them down from a variety of different perspectives, such as trying to interrupt them using different business models, and so on.

Go All In

Notes:

When attempting to tear down your concepts it's important to try to tear them down from as many perspectives as imaginable, whether it's their utility or usefulness, value proposition or business case or model, or many other possible perspectives.

War Rooms

Set up a War Room where, acting as your competition, you and your team do your utmost best to tear down, undermine, and destroy your concepts. Spare no mercy and be ruthless, and if you are struggling to find flaws then either you have done a good job or you need to take a different tack.

Notes:

TASK SUMMARY

Your task during the **TEAR DOWN STAGE** is to review the feedback from the **PITCH STAGE** and find weaknesses in your remaining concepts.

SCHEDULE

You have **TWO DAYS** to complete this stage.

Discuss objectives and start the
final tear down of your concepts.

▼ **KICK OFF WORKSHOP**

MON	TUE	WED	THU	FRI	SAT	SUN

▲ **REVIEW SESSION**

Review and summarise your
findings in order of impact.

GUIDANCE

ACTIVITY LIST
1. Conduct a Kick Off Workshop.
2. Conduct a Review Session.

TIPS
1. Be conscientious and thorough in your evaluation.
2. Experience your concepts from the view point of the customer.
3. Evaluate the concepts from your competitors perspective.
4. Keep a clear head.
5. Keep the programs objectives at the forefront of your mind.
6. Take emotion out of the equation, consider everything logically.
7. Use a War Room.
8. Use visual aids where necessary.

CRUCIAL MOMENTS
1. Listening to the feedback.
2. Prioritising your weaknesses correctly.

RISKS
1. Participants are late or absent.
2. Participants don't dig deep enough.
3. Participants fail to spot issues that would kill the concepts in the market.
4. Participants let emotion cloud their judgement.
5. Participants loose sight of the programs objectives.
6. The solution erodes the concepts value.
7. You get lost in the minutiae.

DELIVERABLES
1. A categorised and prioritised list of all your concepts weaknesses.

OUTCOME
By the end of this stage you will discovered and summarised all the weaknesses in your concepts.

YOUR FINDINGS from the TEAR DOWN STAGE, irrespective whether they're good or bad or the form they take, will now play a pivotal role in helping you improve your remaining concepts as well as putting you in a better position to build more impactful prototypes. They will also help you better articulate your concepts strengths and handle any questions or objections you might encounter during the upcoming PRESENTATION STAGE.

It's now time to use your findings and your summaries to find ways to resolve your concepts flaws.

ESSENTIAL THINKING

When you have your head buried in the program sometimes it's easy to overlook things, so here are some essential things to bear in mind to help you get the most from your journey...

Go For Impact

When it comes to resolving the weaknesses and flaws in your remaining concepts resolve the weaknesses that are the highest priority and have the greatest impact first, then if you have time move on to the others.

It's Continuous

This stage is all about improving your concepts and mitigating and eliminating the flaws you discovered, but remember that improvement is a continuous process and you should always be on the look out for new flaws that need to be evaluated and resolved.

Make The Mods

In light of the information you gathered during the TEST STAGE and TEAR DOWN STAGE you now need to make the necessary adjustments to your concepts and business cases or models, if there are any. This is also the time when you are faced with three potential directions, namely pivot, iterate, or proceed, and which direction you choose when choosing how to resolve flaws will be down to the insights you gathered.

Mind The Flow

When you're trying to eliminate or mitigate your concepts flaws it's all to easy to become compartmentalised in your thinking, so once you've brainstormed some solutions take a step back and consider how they will impact the overall flow and impact of

your concept as well as the customer experience.

Sharpen The Saw

There are always going to be improvements you can make to your concepts but given the deadlines you have to adhere to during this program it's highly unlikely you're going to be able to implement them all so make a list of the outstanding issues and make sure you are able to handle any questions about them as and when and if they crop up during the forthcoming PRESENTATION STAGE.

Think Design

Mindstorming a great concept that solves customers problems is one thing, but it's no use crafting a concept that's difficult to adopt, understand, or use, so always have design thinking and an appreciation for the customer journey at the forefront of your mind including being mindful of the customer experience when considering what improvements to make.

Think Simple

When you're evaluating all of the

different ways you could eliminate or mitigate your concepts flaws make sure you prioritise the cleanest and simplest solutions. Remember not to unnecessarily over complicate things, and remember that changing one aspect of your concept might have undesirable consequences elsewhere so remain vigilant at all times.

Notes:

TASK SUMMARY

Your task during the IMPROVE STAGE is review the weaknesses identified during the previous stage and resolve them in a way that doesn't jeopardise the program's objectives.

SCHEDULE

You have THREE DAYS to complete this stage.

Start resolving the issues you discovered in the previous stage.

▼ KICK OFF WORKSHOP

| MON | TUE | WED | THU | FRI | SAT | SUN |

▲ REVIEW SESSION

Review progress and ensure all important issues are resolved.

GUIDANCE

ACTIVITY LIST
1. Conduct a Kick Off Workshop.
2. Conduct a Review Session.

TIPS
1. Don't be afraid to ask for outside help if you get stuck.
2. If you get stuck on a problem move on and come back to it later.
3. It might be the case that some weaknesses cannot be overcome or the solutions are impractical in which case move on.
4. Remember solutions have to be affordable, practical, and workable.
5. Remember to keep your solutions as simple as possible.
6. Remember to use Human-Centric design principles when thinking about solutions.
7. Resolve weaknesses by the most impactful first.
8. Your solutions don't have to be perfect at this stage.

CRUCIAL MOMENTS
1. Resolving weaknesses in priority order.
2. The solutioning stage.

RISKS
1. Participants aren't committed.
2. Participants don't think outside the box.
3. Participants fail to adequately resolve high impact weaknesses.
4. Participants get stuck trying to find solutions.
5. Participants over engineer the solutions.
6. Participants run out of time.
7. The solutions do more harm than good.

DELIVERABLES
1. Create a prioritised summary of your solutions categorised by impact.

OUTCOME
By the end of this stage you will have identified workable solutions to all your concepts weaknesses.

UP UNTIL this point your concepts have essentially been little more than paper doodles, slideware, and whiteboard graffiti. Now though, and after what must seem like a lifetime, the time has finally come to turn them into Minimum Viable Products, prototypes, where, in a nutshell, an MVP is the simplest version of a product possible.

As you develop your MVP's during this stage though you must remember to retain a zealous like alignment with the program's objectives and your teams Core Mission, and to remain focused on what's important.

ESSENTIAL THINKING

When you have your head buried in the program sometimes it's easy to overlook things, so here are some essential things to bear in mind to help you get the most from your journey...

Get Building

Your prototypes should stay true to the concepts and business models you developed during the earlier stages. There are several approaches you can use to build your prototypes, including building actual products to using story boards or wire frames, as well as many other alternatives. Inevitably the approach you choose will be dictated by the amount of time and resources you have available.

Three Little Letters

When you are defining the scope of your MVP it's important that you stay as close to the spirit of the acronym as possible. In other words your ideal prototype has to be Minimal, the most rudimentary bare bones solution possible, Viable, sufficient enough for early adopters, and be a Product, something tangible that customers can touch and feel. Follow these basic principles and you're pretty much there.

Your Scope

Before you begin building your prototypes you need a clear plan and a clear definition, or scope, of what it is you are actually building. Both should be as detailed as practically possible under the circumstances. Your scope should include your value propositions and a complete list of features prioritised by importance, just in case you find yourself running out of time and have to choose which features to include and

which features to come back to at a later date. It is also advisable that you use the ICE Methodology, where ICE stands for "Impact, Cost, and Effort" to prioritise your time.

Work The Plan

Before selecting the approach you're going to take to building your prototypes it's important that you have an accurate idea of how long they're going to take to build as well as the amount of time and resources you have to build them, so before you begin building your MVP create a plan and if you discover don't have enough time to do everything you'd like to then adapt and improvise.

Notes:

TASK SUMMARY

Your task during the PROTOTYPE STAGE is to create an MVP for each of your remaining concepts.

SCHEDULE

You have TWO WEEKS to complete this stage.

Discuss your objectives, create your business models, and identify your MVP's must have criteria.

▼ KICK OFF WORKSHOP

Review your progress, list key challenges and resolve them quickly.

▼ REVIEW SESSION

MON	TUE	WED	THU	FRI	SAT	SUN

▲ PROTOTYPE WORKSHOP

Start building your MVP's.

Test your MVP's, prioritise issues, and fix as quickly as possible.

▼ REVIEW SESSION

MON	TUE	WED	THU	FRI	SAT	SUN

▲ FINAL PUSH SESSION

Make final changes to your MVP's, use the time wisely.

GUIDANCE

ACTIVITY LIST

1. Conduct your Kick Off Workshop
2. Conduct your prototype Workshop.
3. Conduct your first Review Session.
4. Conduct your second Review Session.
5. Conduct your Wrap Up Session.

TIPS

1. Create a high level project plan.
2. Develop your MVPs most important criteria first.
3. Ensure everyone is clear about their roles and responsibilities.
4. Ensure everyone understands and adheres to the project plan.
5. If you lack the resources to develop your MVP's try using low tech approaches like storyboarding.
6. Manage your time properly and stick to an agreed schedule.
7. Prioritise your time and use it wisely.
8. Remember to stay true to the objectives of the program.
9. Remember to use Human-Centric design principles when building your MVP.

CRUCIAL MOMENTS

1. Creating your project schedule.
2. Defining the criteria for your MVPs.
3. Incorporating the feedback from previous stages in your design process.

RISKS

1. Participants are not fully committed.
2. Participants loose focus.
3. Participants loose sight of the program's objectives.
4. Participants run out of time.
5. You fail to spot a critical weakness in your methodology or design.
6. You lack access to the resources you need.
7. You spend too much time trying to perfect your MVP.
8. Your project plan is confusing, incomplete, or unrealistic.

DELIVERABLES

1. Create an MVP for each of your concepts.
2. Create a mini business case and business model for each MVP.

OUTCOME

By the end of this stage you will have built MVP's of all of your concepts, and will have a mini business case and mini business model completed for each of them.

DURING THE course of this program you have discovered and created many new things and travelled great distances, both mentally and physically, figuratively and literally, so it is now time to come back together as a team take it down a gear, clear your heads, relax, and do a full debrief so that you are all on the same page and aligned.

This is the stage where you get the opportunity to debate, discuss, and clarify, all of your thinking and work to date before you move on to the PRESENTATION STAGE where you will present your final concepts to the senior leadership team.

This will also be the last time you'll be able to address and voice any concerns or questions you have about anything you've encountered during the program so make this stage count, don't hold back and don't take any prisoners.

Furthermore, if during your conversations and your due diligence something is amiss then discuss it and then either fix it or kill it while you still have the opportunity - after all, remember that it is better to discover and discuss all the potential issues during this stage than have them pointed out to you by the senior leadership team and their

audience during the next stage.

ESSENTIAL THINKING

When you have your head buried in the program sometimes it's easy to overlook things, so here are some essential things to bear in mind to help you get the most from your journey...

Continuous Improvement

The focus of the debrief should be on learning and improvement, with a razor sharp focus on the expectations and requirements of the next stage, and not mere evaluation.

Focus

When you come back together for your debrief make sure that you know the purpose of the debrief and are clear about the events and topics you're reflecting on.

In It Together

Make sure that everybody is involved in the debrief and has is able to put their observations and points of view across.

Notes:

Multiple Perspectives

You don't just have to discuss your observations or thinking verbally, feel free to use any aids you like, ranging from visuals you captured throughout the program as well as the reports and summaries you produced.

The Questioning Mind

Debriefs can take many forms but whatever your approach they need to take into account three main topics that include the programs goals, how those goals were or were not achieved, and what improvements need to be made.

Notes:

TASK SUMMARY

Your task during the DEBRIEF STAGE is to review your work and progress to date, debrief, and start preparing for the PRESENTATION STAGE.

SCHEDULE

You have ONE DAY to complete this stage.

Review your progress to date,
debrief your team in preparation
for the next stage.

▼ DEBRIEF SESSION

MON	TUE	WED	THU	FRI	SAT	SUN

▲ RELAX

Take the afternoon off.

GUIDANCE

ACTIVITY LIST
1. Conduct a Debrief Session.
2. Relax.

TIPS
1. Make sure the venue is appropriate.
2. Make sure everybody is heard and has their say.
3. Make sure all the questions raised are answered.
4. Make sure everybody is on the same page.
5. Refer to records and summaries from previous stages as appropriate.
6. Take a structured approach.

CRUCIAL MOMENTS
1. Making sure everything has been covered.
2. Making sure you are all on the same page and aligned.

RISKS
1. Key points are missed.
2. Participants don't engage, listen, or speak up.
3. Participants don't understand the objectives of the program.
4. Participants leading the session operate on broadcast mode.
5. Participants turn up late or not at all.
6. Senior leaders dominate the discussions.
7. The debrief is too high level and too fast.

DELIVERABLES
1. Make sure that all team members and stakeholders are on the same page and aligned.

OUTCOME
By the end of this stage everyone involved in this phase of the program should be on the same page and aligned.

PRESENTATION

YOU'RE NOW reaching the end of the LAUNCH PHASE of the program and this is the stage where all your hard work comes to a head - it's now time to present your prototypes to the senior leadership team and their assembled audience who will be responsible for making the decision on whether or not to take them forwards and run them as proper ongoing concerns.

While there are many words I can use to describe this stage, such as daunting or exciting, it's important to remember that throughout this program you have faced and overcome great challenges and been supported by a great team who've made it their priority to support you and ensure your success - and now is no different.

Your team and your mentors have been there to tell you when things have been going off course, and when things have been going right, the result of which means that by this stage of the program all the flaws in your designs, methodologies, and thinking, have all been exposed and corrected, leaving nothing but clarity and confidence in their place.

As you put your final presentations together it is imperative that you cover all the bases I discuss throughout this stage and previous stages so that your concepts stand the greatest chances of being selected and moved on to the TRANSFER STAGE and then finally into the EXECUTE PHASE of the program. And if you have any doubts or concerns then don't forget you have a great team and great support all around you so lean on them and use them as you need.

ESSENTIAL THINKING

When you have your head buried in the program sometimes it's easy to overlook things, so here are some essential things to bear in mind to help you get the most from your journey...

Audience Watching

During your presentation make sure you watch the audience carefully to see whether or not they're engaged, and if they aren't then adapt your style accordingly.

Build Your Presentation

When building your presentation you should use best practise guidelines, and that means don't over do it on the text, stay on topic and stick to the point, and

Notes:

remember you need to give the audience the details they need while at the same time painting the big picture and highlighting the value and potential of the solution you have created.

Death And Resurrection

Even though you should have three concepts to present don't be afraid of killing one or more of them if you have to and resurrecting one of your previous concepts from the other stages. While this situation at this stage wouldn't obviously be ideal if, for whatever reason, you feel that it's justified then go ahead and make the substitution.

Everyone On Show

Remember that the audience won't just be watching the person, or people, presenting - your entire team will be on show so act and behave in a professional manner at all times.

Have A Plan A

Never go into a presentation half cocked. Make sure that you know your subject matter off by heart, you know the purpose and objectives of your

presentation, and the outcomes you want to achieve, and make sure you are clear about the composition of the audience and their expectations.

Have A Plan B

Try as you might sometimes presentations don't go to plan, whether it's because of technology or equipment failures, nerves, or for some other reason, so rehearse using the same equipment and space you will for the formal presentation, if possible, check everything and check it again before the presentation begins, and then if things do go wrong make sure you put yourself in a position to be able to carry on regardless.

Presenter On Point

Your presentation, but also your presenter or presenters, will all be important during this stage so choose your presenters carefully and make sure they know their details and have rehearsed rehearsed rehearsed.

Storify It

Craft a story that makes a compelling case for each concept beginning with the

Notes:

problem you are solving and including a clear definition of the value proposition.

TASK SUMMARY

Your task during the PRESENTATION STAGE is to present your final concepts to your leadership team, after which one or more of them will then hopefully be given more funding and resources to be developed before being transferred during the TRANSFER STAGE.

SCHEDULE

You have FOUR DAYS to complete this stage.

Discuss your objectives, organise resources and rehearsal times, start creating your final presentations.

Present your concepts to the senior leadership team.

▼ KICK OFF WORKSHOP

▼ PRESENTATION SESSION

MON	TUE	WED	THU	FRI	SAT	SUN

▲ REVIEW SESSION

Review your progress, make amendments, learn your facts.

▲ FEEDBACK SESSION

Get full and frank feedback, and confirm next steps with the senior leadership team.

GUIDANCE

ACTIVITY LIST
1. Conduct a Kick Off Workshop.
2. Conduct a Review Session.
3. Conduct the Presentation Session.
4. Conduct a Feedback Session.

TIPS
1. Be engaged and engaging.
2. Check your presentations for consistency and errors.
3. Don't let nerves get the better of you.
5. Have contingency plans in place in case issues arise.
6. Keep presentations to 15 minutes and allow time for questions.
7. Keep to time.
7. Keep your presentation clean and minimalistic, and use common presentation templates.
8. Know all your facts and numbers.
9. Rehearse. Rehearse. Rehearse.
10. Split up your workloads and assign them to members of your group.
11. Stay focused and on topic.
12. The flow and tone of your presentation matters.

CRUCIAL MOMENTS
1. Choosing the right venue.
2. The Presentation Session.
3. The Feedback Session.

RISKS
1. There are no firm commitments or next steps from the senior leadership team after the presentations.
2. The senior leadership are not committed to the program.
3. The senior leadership are locked into traditional thinking patterns.
4. The Corporate Immune System hasn't been vanquished.
5. The audience fail to grasp your concepts and their value.

DELIVERABLES
1. A full and final appraisal of your concepts.
2. A summary of committed next steps complete with funding, timeline, and resource information.
3. Your final presentations.

OUTCOME
By the end of this stage you will have presented all your MVP's to the senior leadership team and assembled stakeholders, will have secured firm commitments from them, and have a clear view of the next steps in the program

GUIDANCE SHEET

AUDIENCE: LEADERSHIP TEAM

THIS TEAR SHEET IS FOR THE LEADERSHIP TEAM EVALUATING THE CONCEPTS IN THE PRESENTATION STAGE.

FORGET LINEAR .

Remember that old school traditional linear thinking no longer applies in today's world so avoid input and recommendations that come from this mindset. This can be especially challenging if you are an industry insider.
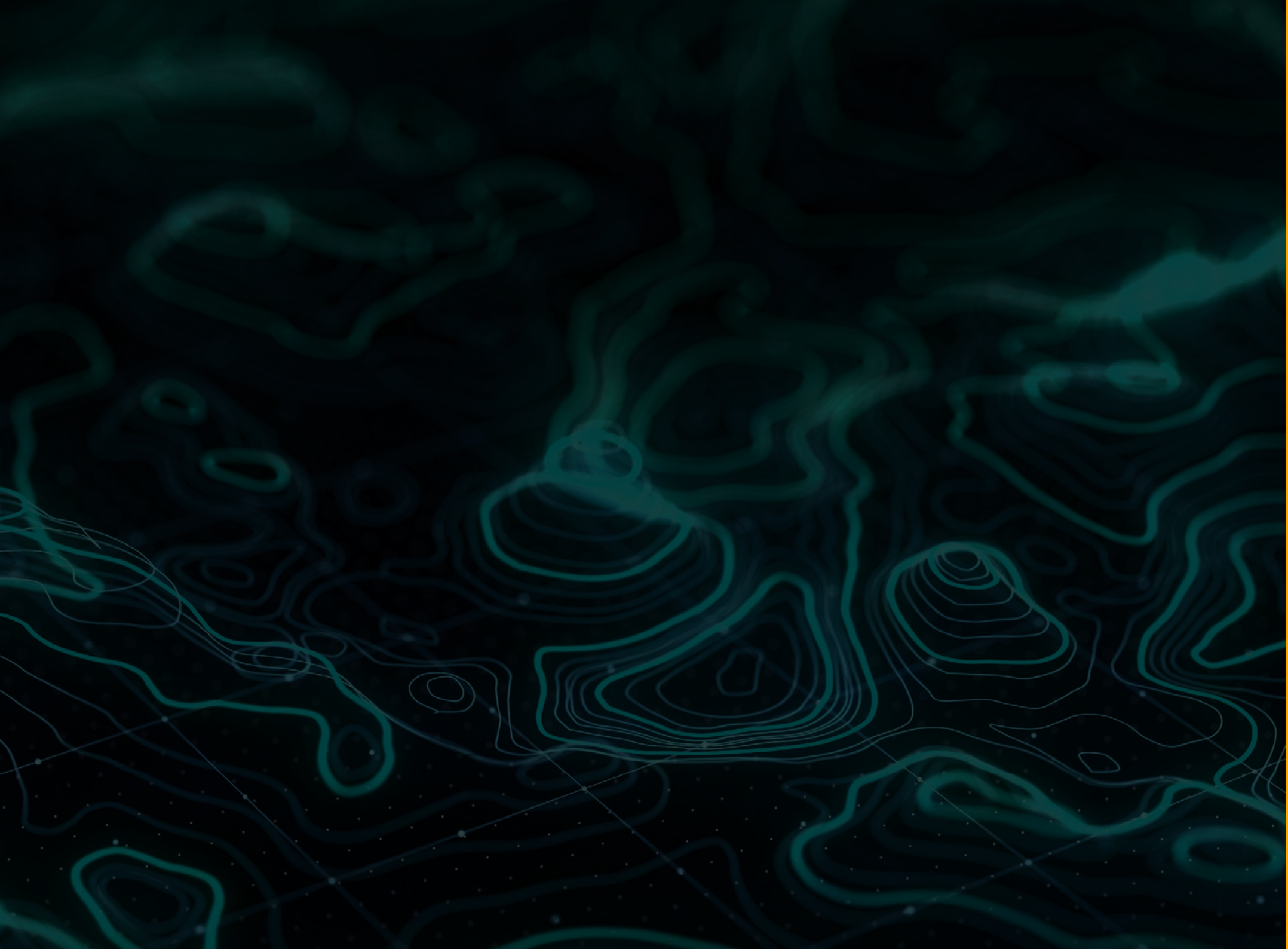
FUNDING DECISIONS .

Have a good idea about the amount of money and resources you want to spend developing the concepts that pass this stage before the presentations then split them between the winners according to your expectations for each.

GETTING STARTED .

Bear in mind that the concepts presented are still MVP's in the early stages of development and that they could morph in the coming months. For now maintain a high level perspective focusing on your over arching purpose and vision of this program rather than zeroing in on details.

THE IMMUNE SYSTEM .

To prevent the company's immune system from kicking in at this stage experts in disruption should be included in the final presentation evaluations because their feedback and independence from the company and its leadership will help promote honest, unbiased feedback which is crucial.

TRANSFER

AN EXCITING new chapter has begun and now it's time to transfer your successful concepts, the ones that your senior leadership team decided to move ahead with and which have now graduated to become official, mainstream products, to the next stage.

As a team it's time for you to realise that your products future rests in someone else's capable hands, albeit still with appropriate oversight from the members of your team who'll remain engaged with the new stakeholders to make sure the new products are developed and promoted into the market in a way that aligns with the program's original purpose.

This is also the crucial stage I talked about during the PLAN STAGE because given the highly disruptive nature of your new products it's highly likely that your products new homes are outside of your existing company in a new business vehicle rather than inside it where they'd be nestled alongside the remainder of your company's traditional product portfolio and where they could find themselves all too regularly being attacked and overlooked, and perhaps eventually killed off, by the lingering elements of your company's corporate immune system. As a consequence, as a team and as a company, you need

to be more vigilant now than you have ever been to ensure all your hard earned gains aren't lost.

So, with all that said, all that's left to do is establish the proper business vehicles to embed your new products into and watch with anticipation as the next phase of their journey unfolds.

ESSENTIAL THINKING

When you have your head buried in the program sometimes it's easy to overlook things, so here are some essential things to bear in mind to help you get the most from your journey...

Escalation Paths

The transfer stage is a potentially dangerous stage because it is the time that your concepts are at greatest risk of being sidelined or de-prioritised by the business and their new owners and stakeholders. As a consequence it is vital that you have clear lines of communication into the senior leadership team as well as the new stakeholders, and have a clear company escalation procedure that allows you to air any grievances or problems that might threaten their future.

Go Forth

When the final concepts are transferred into their new business units or business vehicles some members of the original PATHFINDER Team should be either transferred or temporarily seconded along with them to ensure they are given the attention, focus, and resources they deserve and need once transferred.

Own It

It is absolutely crucial that the successful concepts are transferred to business owners who are committed to them and their future success. If, for whatever reason, there is a feeling that the new owners are not committed then the members of the PATHFINDER Team should be bold and make their opinions known immediately to the senior leadership team complete with validations.

Resource It

There is no point transferring your hard work into the hands of business owners who lack the resources to develop and carry the concepts forwards, so if there is a lack of resource then assess the gap in resource and its impact and work with the senior leadership team make the necessary adjustments.

Speak Up

Every member of the PATHFINDER Team should be given a voice at the table to help the senior leadership team choose the right business entity and vehicle for the new concepts to be transferred into, and the right stakeholders to manage them. They should also be allowed to openly debate the merits of all the options being put forward for better and worse.
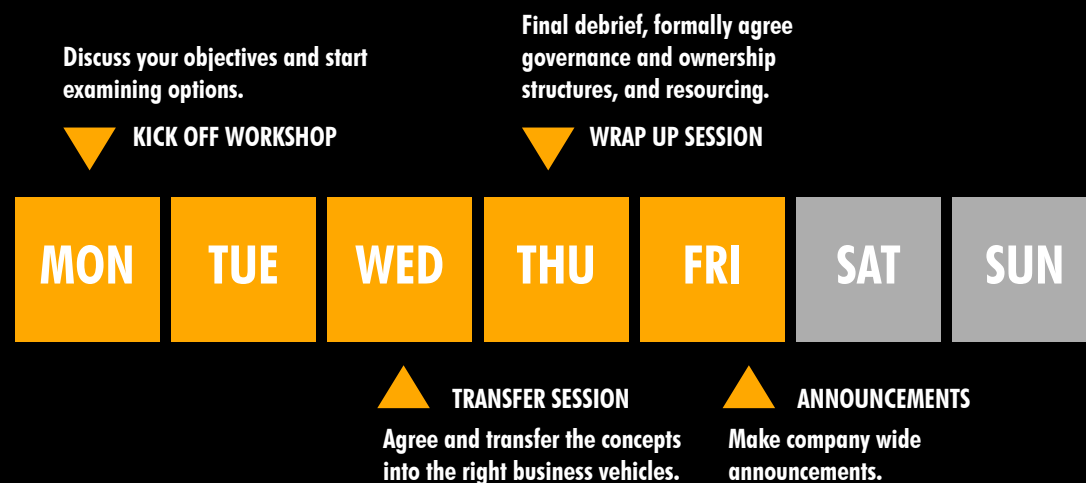
Notes:

TASK SUMMARY

Your task during the TRANSFER STAGE is to transfer the selected concepts developed during the LAUNCH PHASE into the mainstream business or into the new business entities or vehicles that will now take over the responsibility of developing, selling, and supporting them from here on in.

SCHEDULE

You have ONE WEEK to complete this stage.

Discuss your objectives and start examining options.

Final debrief, formally agree governance and ownership structures, and resourcing.

▼ KICK OFF WORKSHOP

▼ WRAP UP SESSION

MON	TUE	WED	THU	FRI	SAT	SUN

▲ TRANSFER SESSION

Agree and transfer the concepts into the right business vehicles.

▲ ANNOUNCEMENTS

Make company wide announcements.

GUIDANCE

ACTIVITY LIST
1. Conduct a Kick Off Workshop.
2. Conduct a Transfer Session.
3. Conduct a Wrap Up Session.
4. Make your announcements.

TIPS
1. Be proud of what you have accomplished and the journey you've taken.
2. Remember the transfer of your concepts is a success and is not the end.

CRUCIAL MOMENTS
1. Getting the transfer vehicles correct.
2. Ensuring the right governance structures are correct and in place.
3. Ensuring the new stakeholders are committed to the successful continuance of your concepts.

RISKS
1. The business models are wrong.
2. The Corporate Immune System kicks in.
3. The final product doesn't resemble the original.
4. The process stops for whatever reason.
5. The product isn't feasible.
6. The senior leadership team aren't committed and don't follow through.
7. The senior leadership team become disengaged.
8. The new stakeholders aren't committed.
9. The target customers hate the product.
10. Too many short cuts were taken.
11. You failed to market it on time.
12. Your selected partners don't do their jobs.

DELIVERABLES
1. A plan detailing commitments, and how your concepts and their new business vehicles will be developed, funded, governed, and resourced.
2. The successful transfer of your concepts.

OUTCOME
By the end of this stage you will have transferred your successful concepts and the responsibility for their future development and sales into the appropriate transfer vehicles.

GUIDANCE SHEET

AUDIENCE: **LEADERSHIP AND TRANSFER TEAM**

THIS TEAR SHEET IS FOR THE LEADERSHIP AND TRANSFER TEAM RESPONSIBLE FOR MAKING THE TRANSFER STAGE A SUCCESS.

BOARD REP .

These new concepts represent the future of your company so it is imperative that a member of the C Suite and or board is given the responsibility of overseeing them and providing them with the resources and air cover that they need. Without clear formal board representation the chances these concepts becoming your next major success are significantly diminished.

GO EXTERNAL .

Don't be afraid to choose external teams made up of one or more entrepreneurs to develop and take your concepts further.

OWN IT .

It is absolutely crucial that the successful concepts are transferred to business owners who are committed to them and their future success. If for whatever reason there is a feeling that the new owners are not committed then be bold and make the necessary changes to ensure the right ownership.

OVERSIGHT .

Transferring your new concepts into the appropriate company entity or vehicle is not the end of the program, it is just the beginning of the next phase. Therefore, irrespective of which business entity or vehicle you choose to transfer them into you need to make sure that the stakeholders who will ultimately be responsible for them are properly goaled, governed, supported, and targeted. Without this the concepts could fail.

POWERFUL ECOSYSTEMS .

The purpose of transferring your new concepts is to give them the best chance of becoming your next great business success so even at this early stage you should you give some consideration as to what a future ecosystem, which could be used to develop and propel them to even greater heights, could look like.

STAY ENGAGED .

Team members who helped create the concepts should be given the opportunity to serve as external advisors to the businesses and stakeholders who are now responsible for developing and taking the concepts forwards. This a great way to ensure the new businesses fulfils their full potential.

THINK IP .

The new concepts you created may contain valuable company IP so think about how valuable this IP is and the options you have to monetise it. The result of this exercise will have implications on which business entities or vehicles you decide to choose when the time comes to push them into the market.

VEHICLE CHOICE .

There are a wide number of different business entities and vehicle types you can use to give your new concepts the best chance of becoming your next major business success so explore them all and choose carefully.

THE
PIONEER TEAM

DISCOVER AND CONQUER NEW MOUNTAINS AND TERRITORIES .

PIONEER TEAM SUMMARY

The core mission of the PIONEER TEAM is to discover new ways for your existing company to overcome external industry disruption by embracing new technologies and tools, and new styles of thinking.

SCHEDULE

You have ELEVEN WEEKS to complete this phase.

DISCOVER STAGE   EXPERIENCE STAGE   MINDSTORM STAGE   TEST STAGE   PITCH STAGE   TEAR DOWN STAGE   PROTOTYPE STAGE   DEBRIEF STAGE   TRANSFER STAGE

| WEEK 1 | WEEK 2 | WEEK 3 | WEEK 4 | WEEK 5 | WEEK 6 | WEEK 7 | WEEK 8 | WEEK 9 | WEEK 10 | WEEK 11 |

REFLECT STAGE   SELECT STAGE   IMPROVE STAGE   PRESENTATION STAGE

THE PIONEER Team's core mission is to discover new ways to help your existing company overcome external industry disruption by embracing new technologies and tools and new styles of thinking that help you create a more adaptable, agile, and flexible company.

While companies are always happy to talk up their existing in house innovation initiatives and tell investors they are constantly pushing the boundaries there is often a stark divide between what they say they're doing and what they're actually doing - let alone how they're doing it. If your company is guilty of this type of behaviour then it's time for reality to match the hype, and that's what the PIONEER Team will address in this phase of the program.

As we've seen all too regularly many companies only kick their innovation initiatives up a gear when their company's already under financial threat from external competitors and market forces - the equivalent of closing the stable door after the horse has already bolted. Needless to say therefore that that's too little too late so that behaviour needs to change.

ESSENTIAL THINKING

When you have your head buried in the program sometimes it's easy to overlook things, so here are some essential things to bear in mind to help you get the most from your journey...

Pioneering Mindsets

To maximise the chances of success the PIONEER Team needs to get out of the building and away from the every day hum drum. This particular phase of the program requires you to have clear heads and for your mindset to be fresh and objective.

Pioneering Outputs

The PIONEER Team's core mission is to help create a future fit company that is well positioned to lead one or more industries and markets that's capable of generating generous profits and changing the world for the better.

Pioneering Problem Hunters

As you'll discover and investigate in more depth during the DISCOVER STAGE there are plenty of customer frictions, disruptive events, and opportunities, just waiting for you to discover, or even re-

discover, and solve, but in order to find them and then see them for the problems they are you need an explorers mindset.

Pioneering Problem Solvers

All of the customer frictions, disruptive events, and opportunities you discover will inevitably mean problems to overcome and solve, and by running this program you and your team have been given the green light by your senior leadership team to go ahead and develop solutions that will make a significant impact and contribution to the future prosperity of your company and all your stakeholders.

Notes:

DISCOVER

EARLIER ON, during the PREPARE PHASE, we laid the foundations of the program, explored and addressed the cultural challenges within your company, defined your company's Exponential Purpose, and assembled your Core Team. And now you're entering one of the program's most exciting stages, the DISCOVER STAGE, where you and your teams get to discover and explore the myriad of new ideas and concepts that will help your company survive and prosper not just in the next decade, but if applied continuously, well into the next century as well.

And if that sounds like a grand ambition, well, those are some of the same objectives shared by some of your fellow pathfinders and pioneers who you can either think of as peers to work with, or as competitors to out compete - choose whatever point of view motivates you most.

This stage is one of the most critical stages of the entire program because not only is it arguably the true start of your journey but the things you discover during it will form the basis of all the activities and dialogue for the rest of the program. But, all that said though, don't forget that discovery isn't just a one time process, it's a continuous one.

The first challenge you will encounter during this stage will be figuring out where to spend your time, literally and figuratively, in order to maximise your returns, after all there are so many new ideas and concepts to discover that this stage itself could occupy you for several lifetimes. As a result you'll encounter a lot of noise during this stage, so it's absolutely imperative that you remember your Exponential Purpose and stay focused on your team's core mission.

There is also the very real danger during this stage that if you don't dig deep enough or explore widely enough that you'll fail to discover valuable insights that might make a huge difference to the success of your program later on, and another major challenge you will face during this stage will be trying to rid yourself of all your old ideas and preconceptions, as well as the other mental baggage you carry around in your head.

After all, if you truly want to build an enduring, future fit Exponential Enterprise during this stage you'll have to see things from new and fresh perspectives.

ESSENTIAL THINKING

When you have your head buried in the

program sometimes it's easy to overlook things, so here are some essential things to bear in mind to help you get the most from your journey...

Alternative Industries

The vast majority of organisations limit their research and exploration to what their competitors and peers in the space are doing, but as organisations become increasingly digital and global, and as the boundaries between many previously distinct and siloed industries continue to erode your next great idea, opportunity, or threat, is just as likely to come from another alternative industry as from your own. As a result you can likely find more ideas and inspiration by exploring these alternative industry's R&D and Innovation Labs, and by more closely researching their investment strategies.

Disruptive Startups And Upstarts

Today starting a business is cheaper and easier than ever before and with net new company registrations soaring above 100 million in just the past few years there are more entrepreneurs than ever before looking for chinks in established industry value chains, and for new Exponential Problems to solve.

As a consequence while there is a huge amount of noise in this space there are also many inspirational diamonds in the rough for you to discover, polish up, and make your own.

Explore Far And Wide

Many people often limit their search for new inspiration and new problems to solve to the confines of their own country, industry, or language, but by exploring wider and further than these artificial boundaries you and your team will be amazed at the sheer volume and variety of different problems and innovative solutions you'll discover when you dare to look abroad, look at alternative industries, or search in alternative languages, for inspiration.

Pioneering Investors

The global investment community is often an area that most researchers overlook, but as we continue to see the abandonment of the Shareholder Primacy rule, where companies put short term profits and shareholders first and instead focus on the long term, there are an increasing number of Corporate Venture Capital funds, Global Asset Managers, and Private Equity companies

that are on the hunt for the next big things and disruptive startups, all of which makes them and their portfolio companies good candidates to research.

Pioneering Problem Hunters

Given the opportunity many companies would design and develop their portfolio of products differently today than in the past and all too often they find that their legacies hold them back from capitalising on new market opportunities and adapting their business to new disruptive market forces. As Pioneers it is your mission to discover customer frictions and valuable customer problems to solve and then find ways to, as they say, transform the aircraft while it's in mid flight.

Exponential Technologies

As we detail in our complimentary **Exponential Technologies: The Next 50 Years Codex** while exponential technologies are just blank slates waiting for explorers like you to discover Exponential Problems to solve before using them to create disruptive new products and services with your aim should be to explore as many of them as possible in order to understand how you can use them to achieve maximum

impact, as well as for inspiration.

Friction Finders

Discover and explore as many customer frictions and gaps in industry value chains as you can that affect a great number of people who will pay money to solve them.

Trend Hunters

As we detail in our complimentary **311 Trends Codex** there are always a great number and variety of different trends you can explore and research and you'll quickly discover that many of them influence a lot of the things you've already discovered.

TASK SUMMARY

Your task during the DISCOVER STAGE is to discover and explore as many new concepts that align with your team's CORE MISSION and the company's Exponential Purpose as possible.

SCHEDULE

You have TWO WEEKS to complete this stage.

Discuss objectives, communicate methods and support strategy.

▼ KICKOFF WORKSHOP

Review your progress and make any necessary adjustments.

▼ REVIEW SESSION

MON	TUE	WED	THU	FRI	SAT	SUN

▲ DISCOVER

Start the Discovery process. Explore.

Review your progress, resolve any issues quickly.

▼ REVIEW SESSION

MON	TUE	WED	THU	FRI	SAT	SUN

▲ WRAP UP SESSION

Debrief and review, begin preparing for the next stage.

GUIDANCE

ACTIVITY LIST
1. Conduct a Kick Off Workshop.
2. Start discovering problems to solve and new concepts.
3. Conduct the first Review Session.
4. Conduct the second Review Session.
5. Conduct a Wrap Up Session.

TIPS
1. Act with urgency.
2. Always keep the customers point of view at the forefront of your mind.
3. Be empathetic.
4. Be curious.
5. Be open minded at all times and eliminate all biases and preconceptions.
6. Dig deeper into the ideas and problems you discover.
7. Explore far and wide.
8. Keep a categorised record of your discoveries that you can refer back to later.
9. Leave judging your discoveries until the review sessions.
10. Listen intently to the people you talk to and ask open questions.
11. Speak up during your interview sessions.
12. Step outside your comfort zones and everyday silos.

CRUCIAL MOMENTS
1. Communicating and defining your objectives.
2. Finding as many new areas to explore as possible.
3. Identifying the best discoveries that will have the greatest impact.
4. Starting the discovery process quickly.

RISKS
1. Dominant team members drown out everyone else out.
2. Focus groups contain the wrong mix of people.
3. Participants are too timid and fail to take the initiative.
4. Your team spends too much time staying inside their traditional comfort zones and silos.

DELIVERABLES
1. Create a summary of your discoveries categorised by impact and total addressable market.

OUTCOME
By the end of this stage your team will have scoured the globe, literally and figuratively, to discover disruptive and valuable new concepts and problems that could disrupt your existing company or industry, and create a new Exponential Enterprise.

FRAGMENT CARDS

311

This fragment card template is designed to bring structure to the stories and observations uncovered during your research. It facilitates the design team to document stories and observations and to synthesise them into real need statements.

TEAM NAME AND NOTES:

1 STORIES AND OBSERVATIONS
Tensions, contradictions, and surprises.

2 FRAMING THE REAL NEEDS
What are the underlying needs that can be retrieved from these stories?

3 MEETING DETAILS
Location and user details

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PERSONA PROFILING

311

Persona are fictional profiles often developed as a way of representing a particular group based on their shared interests and needs. Personas can provide a range of different perspectives allowing teams to define and engage the different groups that may exist within their target market.

TEAM NAME AND NOTES:

1 PAINS
Fears, frustrations, and anxieties.

2 GAINS
Wants, needs, hopes, and dreams.

3 STORIES AND OBSERVATIONS
Write down quotes or observations that best describe their experience

4 JOBS TO BE DONE
What are they trying to do and why is it important to them?

5 REALITY
How do they achieve those goals today? Any barriers in their way?

6 CONTEXT
Are there other factors that we should take into consideration?

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LINEAR UNPACKING

311

This is a linear approach to help teams align on the stories, observations, and real world need statements collected and crafted while working as pairs. This is also where the team transition from need statements to crafting insight statements.

TEAM NAME AND NOTES:

1 USER
Who did you meet?

2 OBSERVATIONS
What tensions, contradictions, or surprises do you notice that stops them from achieving their goal?

3 REAL NEED
What is the user trying to do or achieve?

4 INSIGHT
What causes these tensions, contradictions, or surprises? What emotions motivate the user to behave this way?

5 NOTES:

INSIGHTS SELECTOR

311

Use this sheet to help you discover user insights and facilitate group discussions around those insights. These insights and discussions will then help you generate ideas during the MINDSTORM STAGE.

TEAM NAME AND NOTES:

RELEVANCE TO PROGRAM OBJECTIVES

+

These will lead to
incremental improvements

These will fuel new innovative ideas

These are a waste of our time

Interesting for future
programs but parked for now

-

-                    **NON OBVIOUS INSIGHTS**   +

Click or scan to download
this resource and other
innovation resources.

EXPERIENCE

IT IS one thing to discover and explore new things from a distance, however you may have happened across them, but as Sir Edmund Hillary, the first man to scale Everest, would no doubt tell you if he were still alive today, it's another thing entirely to experience those discoveries first hand.

Try as you might it's impossible to ignore the fact that every aspect of your professional and personal life is changing around you at an accelerating rate, and irrespective of your role within your company there is absolutely no substitute for leaving your paperwork on the desk, getting up from your chair, leaving the comfort of your coffee maker, and venturing out into the real world to dive into and experience as many of the discoveries you made during the DISCOVER STAGE as you can first hand.

Furthermore, if you aren't doing your utmost to experience as many of them as possible, and really striving to analyse and understand the implications of them all and what they ultimately mean for your company or the markets you want to serve, then the likelihood of you completing this program successfully will be slim, so get out there and experience them.

ESSENTIAL THINKING

When you have your head buried in the program sometimes it's easy to overlook things, so here are some essential things to bear in mind to help you get the most from your journey...

Both Not "Either Or"

When you are experiencing your discoveries first hand remember to experience as many of the customer frictions and problems you discovered as well as the new concepts you discovered as you can. After all the goal of this program is just as much about discovering new things as it is about finding problems to solve and developing products that solve them.

Cyber Physical

In today's world it's just as likely that some of the things you discovered are digital in nature so if this is the case experience them appropriately, and for those discoveries that were more physical in nature do your best to experience as many of them as possible in person, and if for whatever reason you can't then find alternative ways to experience them such as mock ups or storyboards.

Notes:

Call To Action

Your life as a desk jockey, if you were one that is, is over and your first action is to get up, get out, and explore all of your discoveries first hand. After all, need I remind you as an explorer that researching a mountain and experiencing the thrills and dangers of being in its shadow and scaling it are not the same. Explore more, explore first hand, and explore with impunity.

Get Uncomfortable

As you explore and experience more of your discoveries first hand if you have done your research correctly then they should all excite you and make you fear for the future of your own company in its existing form. After all, if the discoveries you have made don't have significant implications for your company or your industry then your research hasn't gone far enough.

It's Just Theory

There's a good chance that some of the discoveries you made might still just be theoretical in which case you're not going to be able to experience them first hand. If this is the case look for alternative ways to experience them such as white boarding or visualising them - use your mind as the canvass and get that imagination flowing.

Long Distance Relationships

Just as some of the discoveries you made might still be theoretical it's also highly likely that others will be unavailable for your to experience first hand, perhaps because they're located in another country or for some other reason. But if this is the case, again, think of other ways that you could experience them, for example via video link or by using other visualisation techniques like the ones we've discussed.

Notes:

TASK SUMMARY

Your task during the EXPERIENCE STAGE is to experience first hand as many of the most interesting discoveries from the DISCOVER STAGE.

SCHEDULE

You have THREE DAYS to complete this stage.

Discuss objectives and assign roles
and tasks to team members.

▼ KICK OFF WORKSHOP

| MON | TUE | WED | THU | FRI | SAT | SUN |

▲ EXPERIENCE   ▲ WRAP UP SESSION

Experience as many of your   Review your work and summarise
findings first hand as you can.   your findings.

GUIDANCE

ACTIVITY LIST
1. Conduct a Kick Off Workshop.
2. Get out there and experience your findings first hand.
3. Conduct a Wrap Up Session.

TIPS
1. Apply the Five Minute rule, if the concept hasn't grabbed you within five minutes move on.
2. Be as active as possible and make the most of your time.
3. Be open minded and objective with all your assessments.
4. Experience your findings from the view point of the customer.
5. Get out of your comfort zones.
6. Leave your bias and your pre-conceptions at home.
7. Seek out connections beyond your usual circle to get a broader perspective.
8. Share your findings in a way that is inspiring.
9. Some of your findings may still be theoretical so discover alternative ways to experience them.
10. Talk to other people and dig into their own opinions and experiences.
11. Record your experiences in a standardised way so you can refer to them later.
12. Use standardised terminology.

CRUCIAL MOMENTS
1. Maximising your time.
2. Quickly arranging visits to experience your discoveries.
3. Planning your time carefully so you get the most out of it.

RISKS
1. For whatever reason the your discoveries aren't available for you to experience.
2. Logistics fail you.
3. Participants aren't committed.
4. Participants aren't objective in their assessments.
5. Participants don't record information about their experiences.
6. Participants don't spend enough time experiencing each discovery.
7. Participants run out of time.

DELIVERABLES
1. Create a summary of your key findings categorised by impact and total addressable market.

OUTCOME
By the end of this stage you will have gained first hand experience of all your discoveries from the previous stage.

REFLECT

HAVING COMPLETED the DISCOVER STAGE and EXPERIENCE STAGE, and bearing in mind that discovery, like disruption, is a never ending process it's highly likely that by now you've been overcome by the sheer variety and volume of all the discoveries you made and that your minds are now racing to try to process and make sense of them all.

Consequently this is the perfect time for you to bring the PIONEER Team back together so everyone can share and reflect on their findings before you move on to the MINDSTORM STAGE where you'll be examining all your discoveries in much greater detail before starting the SELECT STAGE.

ESSENTIAL THINKING

When you have your head buried in the program sometimes it's easy to overlook things, so here are some essential things to bear in mind to help you get the most from your journey...

Debate

During this stage don't be afraid of speaking up and debating different points of view, after all everybody's viewpoint is different and it's important that your findings stand up to team scrutiny. If they don't then you have to collectively decide whether or not the problems you've identified are concept killers, theories to park until another time, or just minor niggles that can be ironed out later on in the program.

Idea Killers

Having ensured a free and open debate so far if you are really up for a challenge then you can always kick this stage up a notch by tasking a couple of team members with the role of critics and cynics to see how well they can tear down your findings and thinking. If your findings can stand up to their onslaughts then it will just go to prove you're on the right track so keep forging ahead, and if not then make the necessary adjustments and remember your team's Core Mission.

Stay On Mission

As you reflect on your findings remember to evaluate everything firstly from the customer's viewpoint, and then secondly from your company's viewpoint. After all, while your findings might fit the program's brief of being disruptive and innovative you must also bear in mind the

logistics and practicality of developing and selling them while all the time remembering your team's Core Mission and the company's Exponential Purpose.

Set The Context

As you take turns to share your findings with the team remember that some of them might not have been present during all the tasks as they worked on their own streams and tasks. As such before you begin you should take some time to set the scene so that your findings can be accurately peer reviewed.

Gather Together

Before you sit down together to discuss and review all your findings first make sure you have secured the right inspirational space to hold your session, second make sure everyone has access to the subject materials, and thirdly make sure you have the right recording and review processes in place so you don't miss or overlook any important findings.

Notes:

TASK SUMMARY

Now you have completed the EXPERIENCE STAGE it is time to come back together and reflect on your findings.

SCHEDULE

You have TWO DAYS to complete this stage.

Regroup, reflect on, and then summarise your all your findings.

▼ KICK OFF WORKSHOP

| MON | TUE | WED | THU | FRI | SAT | SUN |

▲ WRAP UP SESSION

Perform a final review of your work.

GUIDANCE

ACTIVITY LIST

1. Conduct a Kick Off Workshop.
2. Conduct a Wrap Up Session.

TIPS

1. Be engaged and engaging.
2. Be quantitative when evaluating your findings.
3. Don't be afraid to be critical.
4. Keep the recordings and summaries you made during the EXPERIENCE STAGE on hand.
5. Remember to stay true to the objectives of the program.
6. Speak up and be heard.
7. Think about how you present your discoveries and findings to the other participants.

CRUCIAL MOMENTS

1. Being clear on how you are going to evaluate your findings.
2. Summarising your findings to the other participants.

RISKS

1. Dominant team members drown out everyone else out.
2. Participants are late or absent.
3. Participants are not fully committed.
4. Participants don't have an open mind.
5. Participants loose focus.
6. Participants loose sight of the programs objectives.
7. Participants run out of time.
8. Your records and summaries are incomplete and missing vital information.

DELIVERABLES

1. Create a summary of your key findings categorised by impact and total addressable market.

OUTCOME

By the end of this stage you will have evaluated all the discoveries and findings from the previous stages and have a good view of your top concepts.

YOU HAVE finally reached the MINDSTORM STAGE where your team takes their findings from the DISCOVERY STAGE and uses them to generate as many new ideas and product concepts as possible. This is the creative peak of the entire program, and the innovation opportunities, the discovered customer frictions and problems to solve, and the creative process all play a vital part during this stage.

You now have the chance to change the future for the better and the electricity that you can feel coursing through the synapses in your brain will soon trigger the spark that ignites your creativity and makes it all happen, so embrace it don't fear it, and remember tens of billions of years ago all it took was a single spark to give birth to the entire universe and all the infinite possibilities and potential that came with it.

ESSENTIAL THINKING

When you have your head buried in the program sometimes it's easy to overlook things, so here are some essential things to bear in mind to help you get the most from your journey...

Be Bold

The ideas you generate during this stage can target your company's existing industry, adjacent industries, or an industry or collection of markets that have yet to be created so be bold.

Curb Appeal

As you step through this part of the program try to keep ideas that would be very appealing to customers and that would stand out in a crowded market at the forefront of your mind. Often you'll also find that these types of ideas will also be the ones more likely to gain rapid internal support.

Fear Factor

Remember that if the concepts you are mindstorming don't excite or scare you then they're probably playing it too safe or too close to the existing status quo, in which case do whatever you need to do and re-double your efforts.

Get Out

Never ever do brainstorming at the office, go out and find a bright motivational space to conduct your workshops in.

Obey The Clock

Its very easy during this stage to loose track of time so make sure you are aware of the time and any time constraints, then work as quickly and as diligently as you can while maintaining a good pace.

Quantity Over Quality

At this stage you are looking to generate as many new ideas and concepts as possible and you will be expected to present as many as up to five of them at the upcoming PITCH STAGE. At the moment it is best to generate as many ideas as you can and then flesh them out later rather than find you have too few and are only left with a handful of ideas to take through the remainder of the program.

The Intersections

When brainstorming think carefully about the intersections of different technologies and industries and how you can exploit them to come up with new and original ideas.

Remember Your Calling

When it comes to brainstorming remember your team's Core Mission and use a Pioneering Mindset, and if your ideas sound like another company's product or like another tame iteration of your own existing products then sideline them.

Notes:

TASK SUMMARY

Your task during the MINDSTORM STAGE is to come up with as many new concepts and ideas as possible.

SCHEDULE

You have ONE WEEK to complete this stage.

Discuss your objectives, clearly communicate expectations.

▼ KICK OFF WORKSHOP

Review your progress, gather together and categorise your ideas.

▼ WRAP UP SESSION

MON	TUE	WED	THU	FRI	SAT	SUN

▲ MINDSTORM WORKSHOP

Start Mindstorming.

▲ CONCEPT IMPROVEMENT WORKSHOP

Review your progress, make any necessary improvements.

GUIDANCE

ACTIVITY LIST
1. Conduct a Kick Off Workshop.
2. Conduct a Mindstorm Workshop.
3. Conduct a Concept Improvement Workshop.
4. Conduct a Wrap Up Session.

TIPS
1. Create Idea Directions or Opposite Statements if you get stuck.
2. Defer all judgments about the quality of the concepts until later on in the program.
3. Ensure outsiders joining the workshops integrate well within the group.
4. Generate as many concepts as possible.
5. Keep an open mind.
6. Stay committed and stick to the schedule.
7. Think outside of the box.

CRUCIAL MOMENTS
1. Choosing the right venue.
2. Creating the right atmosphere.
3. Managing the participants to get the most out of them.
4. Most new ideas are generated before lunch time.
5. Participants should own their concepts.

RISKS
1. Debates and discussions are never ending.
2. Indecision about whether or not the concepts are a good fit or not.
3. Participants are disappointed.
4. Participants can't defer their judgements.
5. Participants don't understand the objectives of the program.
6. Participants struggle to think outside the box.
7. Participants turn up late or not at all.
8. Senior management dominate the process.
9. Smart devices and phones interrupt the process.

DELIVERABLES
1. Generate at least 200 concepts.

OUTCOME
To generate as many new concepts as possible.

10x10

311

The 10x10 tool is an easy and fast ideation exercise designed to kick start your ideation session. We all have pre-conceived solutions in mind. By starting your ideation session with 10x10 you have the chance to put those on paper and share them with the rest of the team.

TEAM NAME AND NOTES:

Click or scan to download this resource and other innovation resources.

CONCEPT CARD

311

The Concept Card helps you build out your sticky note ideas into a more full bodied concept. Steer clear of abstract language and answer the trigger questions as concretely as you can.

TEAM NAME AND NOTES:

1
FOR
Describe your customer.

2
WHO HAVE THE PROBLEM OF ...
Describe your customer's problem.

3
WE OFFER ...
Describe the solution you are offering.

4
FIRST IDEAS TO SEE RESULTS
Describe first revenue model ideas.

5
RADICAL OR NOT
Describe how radical your idea is and plot it on the axis.

10 VERY RADICAL

1 NOT AT ALL RAD

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TREND GRID

311

The Trend Matrix tool is designed to help you zero in on the trends that are important to you and your target customers and quickly Mindstorm ways to address or solve them.

TEAM NAME AND NOTES:

	1 PROBLEM OR TREND	2 PROBLEM OR TREND	3 PROBLEM OR TREND	4 PROBLEM OR TREND
1 IDEA				
2 IDEA				
3 IDEA				
4 IDEA				
5 IDEA				
6 IDEA				

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FEEDBACK GRID

The Feedback Grid helps you organise the information you gathered from users testing out your ideas and concepts. You should record your findings and the results honestly, and there is no point covering up negative feedback. Use the information gleaned to develop your understanding of the problem.

TEAM NAME AND NOTES:

What worked?
Why?

What confused them?
Why?

What didn't work?
Why?

What new ideas did they add?
Why?

NOW THAT you have completed the MINDSTORM STAGE you must test the main theories that legitimise, support, and underpin your concepts to see how well founded and sound they are before you move on to the SELECT STAGE and find that some of your assumptions and thinking are flawed.

Given the time constraints though it is unlikely you will be able to test all your theories or concepts so you need to focus on the key ones that give your program, the greatest chance of success.

As you know your goal is to discover ways to help your existing company overcome external industry disruption and while you've found problems to solve and new disruptive threats during the DISCOVER STAGE you now need to focus more intently than ever before on value creation and capture before finally moving on to the later stages in the program and then eventually pushing your winning concepts into the market.

When you're considering which concepts to take forwards during the SELECT STAGE it will be advantageous to gather together as many alternative points of view as possible so you can make an unbiased and informed decision, and that's the purpose of this stage.

After all, concepts that seem second rate to you and your team because of, for example, any emotional attachments or preconceptions you may have about them might be considered by others to be the future rockstars so it's important that you Test-Test-Test and get as many fresh pairs of eyes as you can to look over them all before eventually down selecting them in preparation for future stages.

ESSENTIAL THINKING

When you have your head buried in the program sometimes it's easy to overlook things, so here are some essential things to bear in mind to help you get the most from your journey...

Overlapping Ideas

The chances are that you have a number of ideas and concepts that overlap or target the same customer segments, so if you are pressed for time consider aggregating them together and testing them all alongside one another during your interviews.

Culture And Timing

Often one of the most overlooked areas

when testing concepts is the impact of culture and timing on the eventual adoption and success of the products once they're released into the market, so make sure you have both at the forefront of your mind when designing your tests and conducting interviews with people.

Experiment

By conducting experiments with your interviewees you'll likely discover a number of new ideas and thus potentially new theories which may prove useful as you continue to test and then refine your concepts. As a result you should keep the testing process dynamic and use what you learn to dynamically modify and redefine your testing criteria as you go on.

Get Out

Always remember that testing is best done away from your office where neither you or your test subjects or interviewees are exposed to any unconscious biases or pressure.

Interviews

Group and face to face interviews are always preferable to running surveys when you're trying to gauge the reaction people have to your ideas and concepts since they provide a greater level of insight, especially when you ask open ended questions and want to delve into more detail. However, if you want to evaluate multiple ideas quickly then surveys are often the only option. Either way though choose your approach carefully.

Mock Ups

When testing your ideas and concepts with other members of your team, your company, or third parties, do your best to make the experience and tests and realistic as possible. While that might be difficult at times there are a number of ways you can achieve this, such as by mocking up landing pages and story boards, as well as by using other visualisation techniques.

Primary Theories

Each program is different so think about the critical factors that will make your concepts a success for your program, these will then become the primary theories you evaluate during this stage. As you test each theory with your

interviewees you should record the results as a percentage that reflects the conversion rate of potential customers from one phase of the buying cycle and customer journey to another. This is known as Innovation Accounting.

Seek Outsiders

In order to thoroughly test some of your ideas and concepts you may need to reach out to trusted third parties who are experts in the industry or product area you are interested in to see what they have to say.

Seek Out The First

Provided you have done your research thoroughly enough then the chances are that many of your ideas and concepts are new and untested. As a result you will likely have to be more diligent in your search for early adopters or suitable candidates who you can test them for you.

TASK SUMMARY

Your task during the **TEST STAGE** is to test as many of the concepts you generated during the **MINDSTORM STAGE** as possible and eliminate the ones that wouldn't stand up to first contact with customers.

SCHEDULE

You have **THREE DAYS** to complete this stage.

Discuss your objectives, clearly communicate expectations.

▼ **KICK OFF WORKSHOP**

Review your progress and park any ideas that didn't pass your tests.

▼ **WRAP UP WORKSHOP**

MON	TUE	WED	THU	FRI	SAT	SUN

▲ **TEST WORKSHOP**

Start testing your ideas, see if they would survive customer contact.

GUIDANCE

ACTIVITY LIST
1. Conduct a Kick Off Workshop.
2. Conduct a Test Workshop.
3. Conduct a Wrap Up Workshop.

TIPS
1. Always keep the programs objectives at the forefront of your mind.
2. Be open minded.
3. Be quantitative when testing your concepts.
4. Don't be afraid to be critical.
5. Pay special attention to how you unveil your concepts to your customer groups.
6. Take the customers point of view.
7. Remember customers think linearly not exponentially and that this will need to be addressed.
8. Retain an exponential mindset.

CRUCIAL MOMENTS
1. Identifying the concepts with the most potential.
2. Revealing your concepts to customers.
3. The customers opinion is the moment of truth.

RISKS
1. Customers in the testing process don't like anything.
2. Customers linear thinking drags you back towards business as usual.
3. Participants aren't objective in their testing.
4. Participants don't ask enough open questions.
5. Participants don't get enough feedback.
6. Participants don't turn up.
7. Participants run out of time.
8. Participants test concepts with the wrong user groups and the wrong mix of people.
9. You don't have the necessary protections in place to ensure the confidentiality of your program when engaging third parties.

DELIVERABLES
1. A summary of your findings categorised by priority and impact.
2. A list of your top five concepts.

OUTCOME
By the end of this stage you will have sufficiently tested your concepts and theories with customer groups, evaluated their potential, and started the selection process.
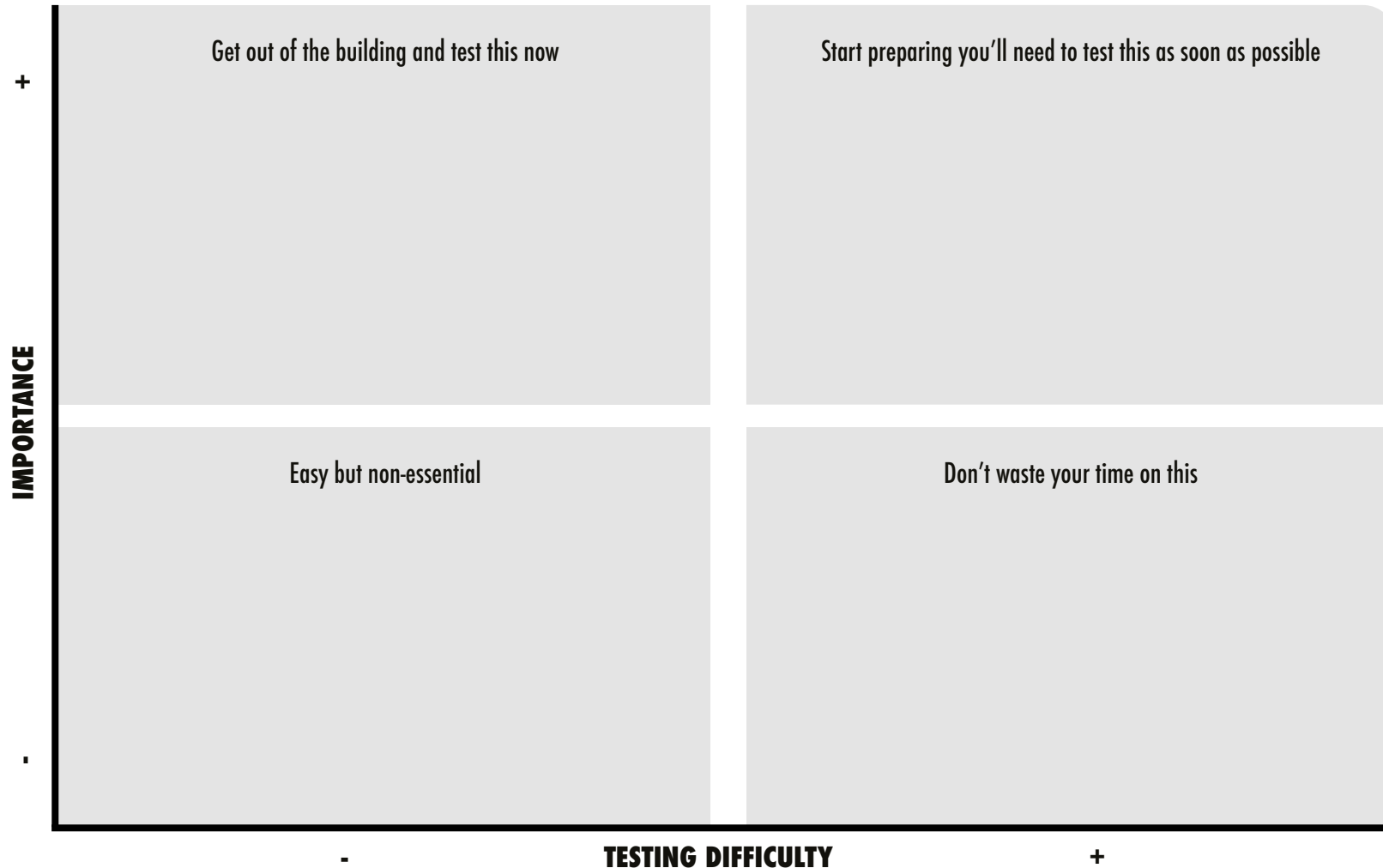
ASSUMPTION MAPPER

311 INSTITUTE : HOW TO BUILD EXPONENTIAL ENTERPRISES: TEST STAGE

311

Every concept is full of assumptions and that's very normal. With this tool we try to identify those assumptions and map them to create an actionable overview of which assumptions to test first. Some assumptions are so big that the concept could collapse if not validated by your customers.

TEAM NAME AND NOTES:

IMPORTANCE

+

Get out of the building and test this now

Start preparing you'll need to test this as soon as possible

Easy but non-essential

Don't waste your time on this

-

TESTING DIFFICULTY

-                                    +

INNOVATION BATTLEFIELD

311

This sheet helps you map the features of your concept to see how they will be percieved by your customers. It helps you be more critical about which assumptions really differentiate from others and which convince your customers into buying your products.

TEAM NAME AND NOTES:

PLEASURE LEVEL

+

Unexpected awesomeness

Exponentially better

I don't care

Expected essentials

-

-

INDISPENSABILITY LEVEL

+

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TEST CARD

311

The Experiment Card helps you to set up the experiments that will allow you to validate those assumptions you previously mapped. Instead of running a full prototype define the elements of your concept you're not completely certain about and set up experiments to validate them individually.

TEAM NAME AND NOTES:

1 **TYPE OF EXPERIMENT**
A/B Testing, explainer video, pre-sell ...

2 **DESCRIPTION**
What needs to be tested and how will you do it?

3 **FOR**
Describe the target audience of this experiment.

4 **SUCCESS**
Describe when the result of the experiment is successful.

5 **TO DO**
Sum up the practicalities needed to run the experiment and structure them on the timeline below.

1 ....

2 ....

3 ....

4 ....

5 ....

6 ....

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FEEDBACK GRID

The Feedback Grid helps you organise the information you gathered from users testing out your ideas and concepts. You should record your findings and the results honestly, and there is no point covering up negative feedback. Use the information gleaned to develop your understanding of the problem.

TEAM NAME AND NOTES:

What worked?
Why?

What confused them?
Why?

What didn't work?
Why?

What new ideas did they add?
Why?

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DISRUPTIVENESS TEST

311

Use this tool to objectively evaluate if your new concept has the potential to re-shape your existing industry in entirely new ways.

TEAM NAME AND NOTES:

1 NEW MARKET DISRUPTION POTENTIAL

1. Is there a large population of people who historically have not had the money, equipment or skill to do this new thing by themselves?

2. Would they pay someone with more expertise to do it for them?

3. To use the new concept do customers need to go to an inconvenient central location?

2 POTENTIAL FOR LOW END DISRUPTION

1. Are there potential customers at the low end of the market who would be happy to purchase your new concept with lesser performance at a lower price?

2. Can we potentially create a business model that enables us to earn attractive profits at discounted prices in order to win the business of these lower end customers?

3 IMPACT ON EXISTING INCUMBENTS

1. Is the new concept disruptive to ALL of the incumbent firms within this particular industry?

4 RESULTS

If you answered yes to all of these questions then congratulations your new concept has the potential to disrupt your industry.

If you answered no to any of these questions then try re-visiting your idea to create a more disruptive or radical version of it.

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IN THE MINDSTORM STAGE and TEST STAGE you spent your time developing and testing new ideas and concepts that hopefully excited and scared you. And, bearing in mind the objectives of the program, if for whatever reason they didn't then I'd suggest you haven't explored thoroughly enough and I'd strongly encourage you to consider repeating those two stages before starting this one because this is the stage where you have to select the concepts you want to progress through to the next stages.

Continuing on, and provided you are confident you have fully met those objectives it's now time for you to weed out the weaker concepts and select the top five that you think have the best alignment with the programs objectives and your teams Core Mission, and the ones with the greatest potential to be wildly successful in the market.

The five product concepts you choose to progress during this stage will then be the ones you focus on to the exclusion of everything else for the remainder of the program so it is imperative you choose carefully.

ESSENTIAL THINKING

When you have your head buried in the program sometimes it's easy to overlook things, so here are some essential things to bear in mind to help you get the most from your journey...

Fear Factor

If you have done your research thoroughly and followed the program correctly then the thought of a competitor developing and pushing these concepts into the market should scare you. If it doesn't then go back to the drawing board and start again.

File Don't Bin

During this stage you will be dismissing alot of your concepts but it's important that these aren't binned or shoved mindlessly into the shredder. Categorise and file them away either to be used by the other teams in the program who could find them useful or as collateral for another program.

Hearts And Minds

When selecting the concepts to take forwards make sure that your reasons are unbiased and based on quantifiable

evidence.

Make The Case

If you remember all those disruptive startups and companies you discovered and explored during the early stages of this program, and I hope you do, it's now time for you to create a business case for each of the concepts you selected. This task will have implications later on in the program when one or more of your concepts will be sold into the market.

Massive Scale

The purpose of this program is to create an Exponential Enterprise that can dominate and lead industries and markets and achieve massive scale so ask yourselves whether or not the concepts you have selected could achieve multi-billion dollar valuations within a five year period.

Name Them

Give all of your concepts compelling names and a short description that makes it easy for others to understand their purpose.

Notes:

TASK SUMMARY

Your task during the **SELECT STAGE** is to select the top five concepts to take through to the **PITCH STAGE** and final rounds of the program.

SCHEDULE

You have **TWO DAYS** to complete this stage.

Discuss your objectives, clearly communicate expectations.

▼ **KICK OFF WORKSHOP**

| MON | TUE | WED | **THU** | **FRI** | SAT | SUN |

▲ **SELECTION WORKSHOP**

Select the top five concepts to progress, create mini business cases.

GUIDANCE

ACTIVITY LIST
1. Conduct a Kick Off Workshop.
2. Conduct a Selection Workshop.

TIPS
1. Be clear about your assessment and selection criteria.
2. Be quantitative in your assessments.
3. Be quick when creating your mini business cases, don't get lost in the minutiae.
4. Get feedback from the senior leadership team and third parties.
5. Remember to stay true to the objectives of the program.

CRUCIAL MOMENTS
1. Getting the first round of feedback from senior leaders.
2. Selecting your top five concepts.

RISKS
1. Participants are not fully committed to the process.
2. Participants can't agree.
3. Participants run out of time.
4. The calculations and estimates in the mini business cases are questionable.
5. The senior leadership teams response is very cautious.

DELIVERABLES
1. Select your top five concepts.
2. Create mini business cases for each chosen concept.

OUTCOME
By the end of this stage you will have selected your top five concepts with the most potential to take forwards to the next stage.
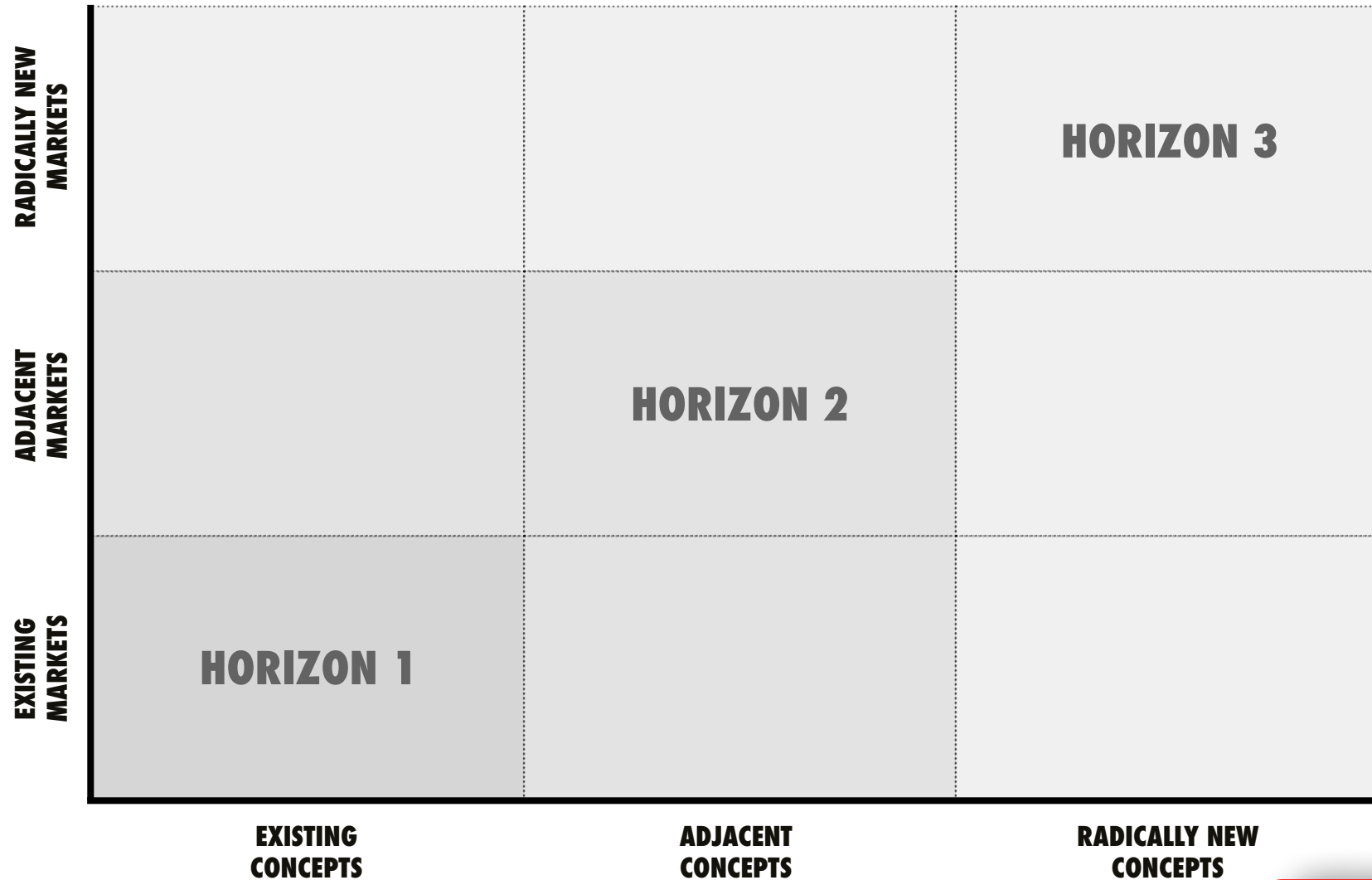
This tool helps you evaluate and select the concepts to progress based on their disruption potential and differentiation from existing products in the market.

TEAM NAME AND NOTES:

RADICALLY NEW MARKETS

ADJACENT MARKETS

EXISTING MARKETS

HORIZON 3

HORIZON 2

HORIZON 1

EXISTING CONCEPTS

ADJACENT CONCEPTS

RADICALLY NEW CONCEPTS

AWESOME IDEA SELECTOR

311

This tool helps you assess your concepts along two main axes that when analysed will then help you to select the ideas you want to progress to the next stages.

TEAM NAME AND NOTES:

IMPOSSIBLE TO
IMPLEMENT

NORMAL
CONCEPT

INNOVATIVE
CONCEPT

EASY TO
IMPLEMENT

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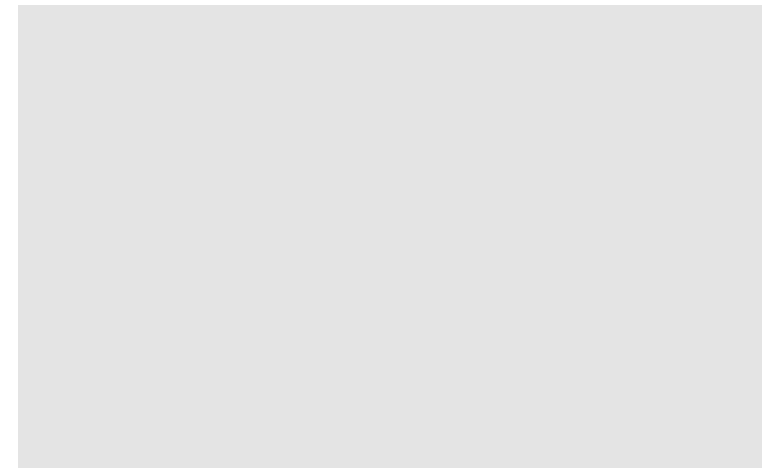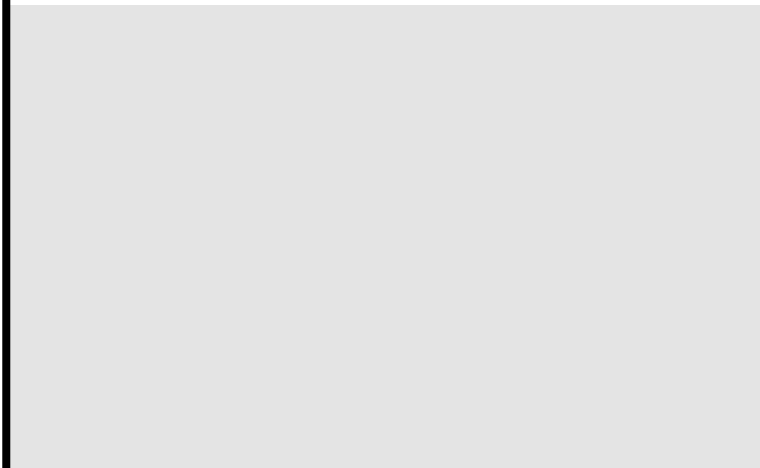innovation resources.

INNOVATION LANDSCAPE

311

The Innovation Landscape tool helps you to create an overview by individually structuring your idea or your concepts on this matrix with your existing company in mind. It also helps you understand how realistic your concepts are at this point in time.

TEAM NAME AND NOTES:

REQUIRES NEW BUSINESS MODEL

USES EXISTING BUSINESS MODEL

LEVERAGE'S EXISTING TECHNICAL COMPETENCIES AND SKILLS

REQUIRES NEW TECHNICAL COMPETENCIES AND SKILLS

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BALLPARK FIGURES

311

This tool will help you make a quick guestimate regarding the potential revenue of your new concepts.

TEAM NAME AND NOTES:

1 **BUYER**
Who buys your concept?

2 **USER**
Who uses your concept?

3 **FREQUENCY**
How often is your concept sold, and how often is it used?

4 **POTENTIAL**
How large is your Total Addressable Market, and is it growing?

5 **VALUE**
What is the pricing of your concept?

6 **TOTAL REVENUE PER YEAR**

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BUSINESS MODEL CANVAS

311 INSTITUTE : HOW TO BUILD EXPONENTIAL ENTERPRISES: SELECT STAGE

311

The Business Model template will help you think more deeply about the logistics and practicalities involved in taking your new concepts to market which will be crucial when the time comes to selling them.

TEAM NAME AND NOTES:

KEY PARTNERS	KEY ACTIVITIES	VALUE PROPOSITIONS	CUSTOMER RELATIONSHIPS	POTENTIAL DISRUPTORS	CUSTOMER SEGMENTS
	KEY RESOURCES			**CHANNELS**	

COST STRUCTURE	REVENUE STREAMS

VALUE PROPOSITION

311

The Value Proposition tool helps you focus on the specific type of value you're creating for your customers which comes in handy once you've filled in your Concept Cards. The more you can zone in on how your concept creates the right kind of value the more likely it is it will be adopted by users.

TEAM NAME AND NOTES:

1 CUSTOMER SEGMENTS
What customer segments are you creating value for? Who are the early adopters?

Describe Your 2 Most Important Customers

2 VALUE PROPOSITION
Brainstorm value propositions based on the value you deliver and the pains you solve.

Your 2 Most Important Value Propositions

3 CUSTOMER PAINS
Identify the customer pains you solve that customers will pay money to solve.

4 Customer Pains You Solve

4 UNIQUE VALUE PROPOSITION
Write a single compelling message that states why your concepts are different and worth paying money to buy.

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SELECTION GRID

The Selection Grid tool is designed to help you focus on the strengths and value of your concepts and select the ones to progress to the next stages of the program.

TEAM NAME AND NOTES:

YOUR TOP 10 CONCEPTS

1 Why?

2 Why?

3 Why?

4 Why?

5 Why?

6 Why?

7 Why?

8 Why?

9 Why?

10 Why?

YOUR TOP 5 PICKS

1

2

3

4

5

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PITCH

THE TIME has now come to pitch the concepts you chose to progress during the SELECT STAGE to your senior leadership team in order to secure the necessary executive sponsorship and follow on funding that will allow you to finally build them in the PROTOTYPE STAGE.

It is also important to bear in mind that during this stage your senior leadership team will be expected to ask tough questions and might reject and shelve some of your chosen concepts. However, while that might be disheartening you have to remember that, provided the reason for shelving them is sound it's better to fail now rather than fail later down the line when you've all spent even more time and money developing them all.

ESSENTIAL THINKING

When you have your head buried in the program sometimes it's easy to overlook things, so here are some essential things to bear in mind to help you get the most from your journey...

Be Creative

Don't be fooled into thinking that your pitch has to follow the traditional death by slideshow style - there are plenty of ways you can differentiate your pitch and make it more exciting while not loosing its core essence or message. Remember though that if you let your creativity go too far you might run the risk of alienating the audience you are presenting to and going off topic so choose your presentation style wisely.

Elevator Pitch

When thinking about your pitch one of the best tools you can use to streamline your value proposition, and an old favourite of many business leaders is the elevator pitch. During this task your objective is to create a three minute pitch that extols the benefits and value of each of your concepts.

Practice Makes Perfect

Practice makes perfect as they say so make sure you practice, practise, practise in front of your team mates and other stakeholders who will all play the role of the leadership team and provide you with constructive feedback as necessary.

The Presentation

When developing your presentation make sure that it is articulate, crisp, and to the point, and avoid including any details or information that you can't back up, quantify, or can't answer questions about.

Notes:

TASK SUMMARY

Your task during the **PITCH STAGE** is to pitch your remaining concepts to the senior leadership team before down selecting them again to the final three.

SCHEDULE

You have **FIVE DAYS** to complete this stage.

Discuss your objectives and start preparing your pitches.

▼ **KICK OFF WORKSHOP**

Start rehearsing.

▼ **REHEARSALS**

Pitch your concepts to the senior leadership team.

▼ **PITCH SESSION**

MON	TUE	WED	THU	FRI	SAT	SUN

▲ **REVIEW SESSION**

Review your work so far and make refinements.

▲ **FEEDBACK WORKSHOP**

Gather feedback and select the top three concepts to progress.

GUIDANCE

ACTIVITY LIST
1. Conduct a Kick Off Workshop.
2. Conduct a Review Session.
3. Begin rehearsals.
4. Conduct the Pitch Session.
5. Conduct a Feedback Workshop.

TIPS
1. Be engaged and engaging.
2. Don't let nerves get the better of you.
3. Keep your presentation clean and minimalistic.
4. Know your concept and topic areas inside and out.
5. Know all your facts and numbers.
6. Keep to time.
7. Rehearse, rehearse, rehearse.
8. Stay focused and on topic.
9. The flow and tone of your pitch matters.

CRUCIAL MOMENTS
1. Choosing the right venue.
2. Getting full and honest feedback.
3. Selecting your top three concepts.
4. The pitches.

RISKS
1. The audience doesn't have an open mind and doesn't get it.
2. Participants are late or do not attend.
3. Participants forget their facts and numbers.
4. Participants get sidetracked, for whatever reason.
5. The AV breaks.
6. The audience gets bored or disengaged.
7. The pitch is confusing or incomplete.
8. The pitch misses the point.

DELIVERABLES
1. Select your top three concepts.

OUTCOME
By the end of this stage you will have presented your top concepts to the senior leadership team and the assembled audience, and after the feedback workshop you will have selected the final three concepts to progress.

PITCHING CANVAS
PITCH STAGE

The Pitching Canvas helps you get your concept across to your audience in a concrete and logical manner. Use this tool to build and test your storyline before you start using your pitch deck.

TEAM NAME AND NOTES:

1 PROBLEM
What problem are you trying to solve? How does it impact the problem owner?

2 SOLUTION
How do you propose to solve the problem? How feasible is the solution that you have in mind?

3 CALL TO ACTION
What do you need to make your solution a reality? What are the next steps?

4 BUSINESS MODEL
How will you capture value? How much value will this solution bring to your company?

5 CREDIBILITY
What are the assumptions you validated? Why will it work? Why should they believe you?

6 Q&A
What work did you do that you would like to showcase? What kind of critical questions can you expect from the audience?

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BY THEIR very nature your initial concepts are going to be imperfect so you are always going to be able to find flaws in them that you'd like to improve upon and resolve. Furthermore, bearing in mind your objective is now to get as many of your remaining concepts successfully through to the end of the program as possible, so they can have as great an impact on your company and the market as possible, it's imperative you stress test them all thoroughly and do your best to tear them down. And if you fail to tear them down then you either need to try harder, get other points of view, or you've done your homework well. Hopefully it's the latter.

If you've followed the program correctly, and I'm sure you have, then finding significant or terminal flaws in your concepts and thinking should be difficult, and crushing them, whether it be from a commercial, consumer, design, market, or technical perspective, should be at the least very difficult.

However, all that said, even at this stage in the program there is still the chance that you've overlooked one or more key factors that might derail them later on in the program, so if that's the case then it's better to discover those flaws right here right now in this stage, rather than later on in the program in front of your leadership team during the PRESENTATION STAGE where their airing will be much more of a public affair.

ESSENTIAL THINKING

When you have your head buried in the program sometimes it's easy to overlook things, so here are some essential things to bear in mind to help you get the most from your journey...

Chaos Monkeys

If your concepts are standing up to scrutiny then consider throwing multiple spanners into the works by introducing chaos into the mix which is the ultimate test.

Embrace Interruption

If you are stuck trying to find different ways to tear down your product try tearing them down from a variety of different perspectives, such as trying to interrupt them using different business models, and so on.

Go All In

When attempting to tear down your concepts it's important to try to tear them down from as many perspectives as imaginable, whether it's their utility or usefulness, value proposition or business case or model, or many other possible perspectives.

War Rooms

Set up a War Room where, acting as your competition, you and your team do your utmost best to tear down, undermine, and destroy your concepts. Spare no mercy and be ruthless, and if you are struggling to find flaws then either you have done a good job or you need to take a different tack.

Notes:

TASK SUMMARY

Your task during the TEAR DOWN STAGE is to review the feedback from the PITCH STAGE and find weaknesses in your remaining concepts.

SCHEDULE

You have TWO DAYS to complete this stage.

Discuss objectives and start the
final tear down of your concepts.

▼ KICK OFF WORKSHOP

| MON | TUE | WED | THU | FRI | SAT | SUN |

▲ REVIEW SESSION

Review and summarise your
findings in order of impact.

GUIDANCE

ACTIVITY LIST
1. Conduct a Kick Off Workshop.
2. Conduct a Review Session.

TIPS
1. Be conscientious and thorough in your evaluation.
2. Experience your concepts from the view point of the customer.
3. Evaluate the concepts from your competitors perspective.
4. Keep a clear head.
5. Keep the programs objectives at the forefront of your mind.
6. Take emotion out of the equation, consider everything logically.
7. Use a War Room.
8. Use visual aids where necessary.

CRUCIAL MOMENTS
1. Listening to the feedback.
2. Prioritising your weaknesses correctly.

RISKS
1. Participants are late or absent.
2. Participants don't dig deep enough.
3. Participants fail to spot issues that would kill the concepts in the market.
4. Participants let emotion cloud their judgement.
5. Participants loose sight of the programs objectives.
6. The solution erodes the concepts value.
7. You get lost in the minutiae.

DELIVERABLES
1. A categorised and prioritised list of all your concepts weaknesses.

OUTCOME
By the end of this stage you will discovered and summarised all the weaknesses in your concepts.

IMPROVE

YOUR FINDINGS from the TEAR DOWN STAGE, irrespective whether they're good or bad or the form they take, will now play a pivotal role in helping you improve your remaining concepts as well as putting you in a better position to build more impactful prototypes. They will also help you better articulate your concepts strengths and handle any questions or objections you might encounter during the upcoming PRESENTATION STAGE.

It's now time to use your findings and your summaries to find ways to resolve your concepts flaws.

ESSENTIAL THINKING

When you have your head buried in the program sometimes it's easy to overlook things, so here are some essential things to bear in mind to help you get the most from your journey...

Go For Impact

When it comes to resolving the weaknesses and flaws in your remaining concepts resolve the weaknesses that are the highest priority and have the greatest impact first, then if you have time move on to the others.

It's Continuous

This stage is all about improving your concepts and mitigating and eliminating the flaws you discovered, but remember that improvement is a continuous process and you should always be on the look out for new flaws that need to be evaluated and resolved.

Make The Mods

In light of the information you gathered during the TEST STAGE and TEAR DOWN STAGE you now need to make the necessary adjustments to your concepts and business cases or models, if there are any. This is also the time when you are faced with three potential directions, namely pivot, iterate, or proceed, and which direction you choose when choosing how to resolve flaws will be down to the insights you gathered.

Mind The Flow

When you're trying to eliminate or mitigate your concepts flaws it's all to easy to become compartmentalised in your thinking, so once you've brainstormed some solutions take a step back and consider how they will impact the overall flow and impact of

your concept as well as the customer experience.

Sharpen The Saw

There are always going to be improvements you can make to your concepts but given the deadlines you have to adhere to during this program it's highly unlikely you're going to be able to implement them all so make a list of the outstanding issues and make sure you are able to handle any questions about them as and when and if they crop up during the forthcoming PRESENTATION STAGE.

Think Design

Mindstorming a great concept that solves customers problems is one thing, but it's no use crafting a concept that's difficult to adopt, understand, or use, so always have design thinking and an appreciation for the customer journey at the forefront of your mind including being mindful of the customer experience when considering what improvements to make.

Think Simple

When you're evaluating all of the

different ways you could eliminate or mitigate your concepts flaws make sure you prioritise the cleanest and simplest solutions. Remember not to unnecessarily over complicate things, and remember that changing one aspect of your concept might have undesirable consequences elsewhere so remain vigilant at all times.

Notes:

TASK SUMMARY

Your task during the IMPROVE STAGE is review the weaknesses identified during the previous stage and resolve them in a way that doesn't jeopardise the program's objectives.

SCHEDULE

You have THREE DAYS to complete this stage.

Start resolving the issues you discovered in the previous stage.

▼ KICK OFF WORKSHOP

| MON | TUE | WED | THU | FRI | SAT | SUN |

▲ REVIEW SESSION

Review progress and ensure all important issues are resolved.

GUIDANCE

ACTIVITY LIST
1. Conduct a Kick Off Workshop.
2. Conduct a Review Session.

TIPS
1. Don't be afraid to ask for outside help if you get stuck.
2. If you get stuck on a problem move on and come back to it later.
3. It might be the case that some weaknesses cannot be overcome or the solutions are impractical in which case move on.
4. Remember solutions have to be affordable, practical, and workable.
5. Remember to keep your solutions as simple as possible.
6. Remember to use Human-Centric design principles when thinking about solutions.
7. Resolve weaknesses by the most impactful first.
8. Your solutions don't have to be perfect at this stage.

CRUCIAL MOMENTS
1. Resolving weaknesses in priority order.
2. The solutioning stage.

RISKS
1. Participants aren't committed.
2. Participants don't think outside the box.
3. Participants fail to adequately resolve high impact weaknesses.
4. Participants get stuck trying to find solutions.
5. Participants over engineer the solutions.
6. Participants run out of time.
7. The solutions do more harm than good.

DELIVERABLES
1. Create a prioritised summary of your solutions categorised by impact.

OUTCOME
By the end of this stage you will have identified workable solutions to all your concepts weaknesses.

U P UNTIL this point your concepts have essentially been little more than paper doodles, slideware, and whiteboard graffiti. Now though, and after what must seem like a lifetime, the time has finally come to turn them into Minimum Viable Products, prototypes, where, in a nutshell, an MVP is the simplest version of a product possible.

As you develop your MVP's during this stage though you must remember to retain a zealous like alignment with the program's objectives and your teams Core Mission, and to remain focused on what's important.

ESSENTIAL THINKING

When you have your head buried in the program sometimes it's easy to overlook things, so here are some essential things to bear in mind to help you get the most from your journey...

Get Building

Your prototypes should stay true to the concepts and business models you developed during the earlier stages. There are several approaches you can use to build your prototypes, including building actual products to using story boards or wire frames, as well as many other alternatives. Inevitably the approach you choose will be dictated by the amount of time and resources you have available.

Three Little Letters

When you are defining the scope of your MVP it's important that you stay as close to the spirit of the acronym as possible. In other words your ideal prototype has to be Minimal, the most rudimentary bare bones solution possible, Viable, sufficient enough for early adopters, and be a Product, something tangible that customers can touch and feel. Follow these basic principles and you're pretty much there.

Your Scope

Before you begin building your prototypes you need a clear plan and a clear definition, or scope, of what it is you are actually building. Both should be as detailed as practically possible under the circumstances. Your scope should include your value propositions and a complete list of features prioritised by importance, just in case you find yourself running out of time and have to choose which features to include and

Notes:

which features to come back to at a later date. It is also advisable that you use the ICE Methodology, where ICE stands for "Impact, Cost, and Effort" to prioritise your time.

Work The Plan

Before selecting the approach you're going to take to building your prototypes it's important that you have an accurate idea of how long they're going to take to build as well as the amount of time and resources you have to build them, so before you begin building your MVP create a plan and if you discover don't have enough time to do everything you'd like to then adapt and improvise.

Notes:

TASK SUMMARY

Your task during the PROTOTYPE STAGE is to create an MVP for each of your remaining concepts.

SCHEDULE

You have TWO WEEKS to complete this stage.

Discuss your objectives, create your business models, and identify your MVP's must have criteria.

▼ KICK OFF WORKSHOP

Review your progress, list key challenges and resolve them quickly.

▼ REVIEW SESSION

MON	TUE	WED	THU	FRI	SAT	SUN

▲ PROTOTYPE WORKSHOP
Start building your MVP's.

Test your MVP's, prioritise issues, and fix as quickly as possible.

▼ REVIEW SESSION

MON	TUE	WED	THU	FRI	SAT	SUN

▲ FINAL PUSH SESSION
Make final changes to your MVP's, use the time wisely.

GUIDANCE

ACTIVITY LIST
1. Conduct your Kick Off Workshop
2. Conduct your prototype Workshop.
3. Conduct your first Review Session.
4. Conduct your second Review Session.
5. Conduct your Wrap Up Session.

TIPS
1. Create a high level project plan.
2. Develop your MVPs most important criteria first.
3. Ensure everyone is clear about their roles and responsibilities.
4. Ensure everyone understands and adheres to the project plan.
5. If you lack the resources to develop your MVP's try using low tech approaches like storyboarding.
6. Manage your time properly and stick to an agreed schedule.
7. Prioritise your time and use it wisely.
8. Remember to stay true to the objectives of the program.
9. Remember to use Human-Centric design principles when building your MVP.

CRUCIAL MOMENTS
1. Creating your project schedule.
2. Defining the criteria for your MVPs.
3. Incorporating the feedback from previous stages in your design process.

RISKS
1. Participants are not fully committed.
2. Participants loose focus.
3. Participants loose sight of the program's objectives.
4. Participants run out of time.
5. You fail to spot a critical weakness in your methodology or design.
6. You lack access to the resources you need.
7. You spend too much time trying to perfect your MVP.
8. Your project plan is confusing, incomplete, or unrealistic.

DELIVERABLES
1. Create an MVP for each of your concepts.
2. Create a mini business case and business model for each MVP.

OUTCOME
By the end of this stage you will have built MVP's of all of your concepts, and will have a mini business case and mini business model completed for each of them.

DURING THE course of this program you have discovered and created many new things and travelled great distances, both mentally and physically, figuratively and literally, so it is now time to come back together as a team take it down a gear, clear your heads, relax, and do a full debrief so that you are all on the same page and aligned.

This is the stage where you get the opportunity to debate, discuss, and clarify, all of your thinking and work to date before you move on to the PRESENTATION STAGE where you will present your final concepts to the senior leadership team.

This will also be the last time you'll be able to address and voice any concerns or questions you have about anything you've encountered during the program so make this stage count, don't hold back and don't take any prisoners.

Furthermore, if during your conversations and your due diligence something is amiss then discuss it and then either fix it or kill it while you still have the opportunity - after all, remember that it is better to discover and discuss all the potential issues during this stage than have them pointed out to you by the senior leadership team and their

audience during the next stage.

ESSENTIAL THINKING

When you have your head buried in the program sometimes it's easy to overlook things, so here are some essential things to bear in mind to help you get the most from your journey...

Continuous Improvement

The focus of the debrief should be on learning and improvement, with a razor sharp focus on the expectations and requirements of the next stage, and not mere evaluation.

Focus

When you come back together for your debrief make sure that you know the purpose of the debrief and are clear about the events and topics you're reflecting on.

In It Together

Make sure that everybody is involved in the debrief and has is able to put their observations and points of view across.

Notes:

Multiple Perspectives

You don't just have to discuss your observations or thinking verbally, feel free to use any aids you like, ranging from visuals you captured throughout the program as well as the reports and summaries you produced.

The Questioning Mind

Debriefs can take many forms but whatever your approach they need to take into account three main topics that include the programs goals, how those goals were or were not achieved, and what improvements need to be made.

Notes:

TASK SUMMARY

Your task during the DEBRIEF STAGE is to review your work and progress to date, debrief, and start preparing for the PRESENTATION STAGE.

SCHEDULE

You have ONE DAY to complete this stage.

Review your progress to date,
debrief your team in preparation
for the next stage.

▼ DEBRIEF SESSION

MON	TUE	WED	THU	FRI	SAT	SUN

▲ RELAX

Take the afternoon off.

GUIDANCE

ACTIVITY LIST
1. Conduct a Debrief Session.
2. Relax.

TIPS
1. Make sure the venue is appropriate.
2. Make sure everybody is heard and has their say.
3. Make sure all the questions raised are answered.
4. Make sure everybody is on the same page.
5. Refer to records and summaries from previous stages as appropriate.
6. Take a structured approach.

CRUCIAL MOMENTS
1. Making sure everything has been covered.
2. Making sure you are all on the same page and aligned.

RISKS
1. Key points are missed.
2. Participants don't engage, listen, or speak up.
3. Participants don't understand the objectives of the program.
4. Participants leading the session operate on broadcast mode.
5. Participants turn up late or not at all.
6. Senior leaders dominate the discussions.
7. The debrief is too high level and too fast.

DELIVERABLES
1. Make sure that all team members and stakeholders are on the same page and aligned.

OUTCOME
By the end of this stage everyone involved in this phase of the program should be on the same page and aligned.

YOU'RE NOW reaching the end of the LAUNCH PHASE of the program and this is the stage where all your hard work comes to a head - it's now time to present your prototypes to the senior leadership team and their assembled audience who will be responsible for making the decision on whether or not to take them forwards and run them as proper ongoing concerns.

While there are many words I can use to describe this stage, such as daunting or exciting, it's important to remember that throughout this program you have faced and overcome great challenges and been supported by a great team who've made it their priority to support you and ensure your success - and now is no different.

Your team and your mentors have been there to tell you when things have been going off course, and when things have been going right, the result of which means that by this stage of the program all the flaws in your designs, methodologies, and thinking, have all been exposed and corrected, leaving nothing but clarity and confidence in their place.

As you put your final presentations together it is imperative that you cover all the bases I discuss throughout this stage and previous stages so that your concepts stand the greatest chances of being selected and moved on to the TRANSFER STAGE and then finally into the EXECUTE PHASE of the program. And if you have any doubts or concerns then don't forget you have a great team and great support all around you so lean on them and use them as you need.

ESSENTIAL THINKING

When you have your head buried in the program sometimes it's easy to overlook things, so here are some essential things to bear in mind to help you get the most from your journey...

Audience Watching

During your presentation make sure you watch the audience carefully to see whether or not they're engaged, and if they aren't then adapt your style accordingly.

Build Your Presentation

When building your presentation you should use best practise guidelines, and that means don't over do it on the text, stay on topic and stick to the point, and

remember you need to give the audience the details they need while at the same time painting the big picture and highlighting the value and potential of the solution you have created.

Death And Resurrection

Even though you should have three concepts to present don't be afraid of killing one or more of them if you have to and resurrecting one of your previous concepts from the other stages. While this situation at this stage wouldn't obviously be ideal if, for whatever reason, you feel that it's justified then go ahead and make the substitution.

Everyone On Show

Remember that the audience won't just be watching the person, or people, presenting - your entire team will be on show so act and behave in a professional manner at all times.

Have A Plan A

Never go into a presentation half cocked. Make sure that you know your subject matter off by heart, you know the purpose and objectives of your presentation, and the outcomes you want to achieve, and make sure you are clear about the composition of the audience and their expectations.

Have A Plan B

Try as you might sometimes presentations don't go to plan, whether it's because of technology or equipment failures, nerves, or for some other reason, so rehearse using the same equipment and space you will for the formal presentation, if possible, check everything and check it again before the presentation begins, and then if things do go wrong make sure you put yourself in a position to be able to carry on regardless.

Presenter On Point

Your presentation, but also your presenter or presenters, will all be important during this stage so choose your presenters carefully and make sure they know their details and have rehearsed rehearsed rehearsed.

Storify It

Craft a story that makes a compelling case for each concept beginning with the

Notes:

problem you are solving and including a clear definition of the value proposition.

TASK SUMMARY

Your task during the **PRESENTATION STAGE** is to present your final concepts to your leadership team, after which one or more of them will then hopefully be given more funding and resources to be developed before being transferred during the **TRANSFER STAGE.**

SCHEDULE

You have **FOUR DAYS** to complete this stage.

Discuss your objectives, organise resources and rehearsal times, start creating your final presentations.

▼ **KICK OFF WORKSHOP**

Present your concepts to the senior leadership team.

▼ **PRESENTATION SESSION**

MON	TUE	WED	THU	FRI	SAT	SUN

▲ **REVIEW SESSION**

Review your progress, make amendments, learn your facts.

▲ **FEEDBACK SESSION**

Get full and frank feedback, and confirm next steps with the senior leadership team.

GUIDANCE

ACTIVITY LIST
1. Conduct a Kick Off Workshop.
2. Conduct a Review Session.
3. Conduct the Presentation Session.
4. Conduct a Feedback Session.

TIPS
1. Be engaged and engaging.
2. Check your presentations for consistency and errors.
3. Don't let nerves get the better of you.
5. Have contingency plans in place in case issues arise.
6. Keep presentations to 15 minutes and allow time for questions.
7. Keep to time.
7. Keep your presentation clean and minimalistic, and use common presentation templates.
8. Know all your facts and numbers.
9. Rehearse. Rehearse. Rehearse.
10. Split up your workloads and assign them to members of your group.
11. Stay focused and on topic.
12. The flow and tone of your presentation matters.

CRUCIAL MOMENTS
1. Choosing the right venue.
2. The Presentation Session.
3. The Feedback Session.

RISKS
1. There are no firm commitments or next steps from the senior leadership team after the presentations.
2. The senior leadership are not committed to the program.
3. The senior leadership are locked into traditional thinking patterns.
4. The Corporate Immune System hasn't been vanquished.
5. The audience fail to grasp your concepts and their value.

DELIVERABLES
1. A full and final appraisal of your concepts.
2. A summary of committed next steps complete with funding, timeline, and resource information.
3. Your final presentations.

OUTCOME
By the end of this stage you will have presented all your MVP's to the senior leadership team and assembled stakeholders, will have secured firm commitments from them, and have a clear view of the next steps in the program

GUIDANCE SHEET

AUDIENCE: LEADERSHIP TEAM

THIS TEAR SHEET IS FOR THE LEADERSHIP TEAM EVALUATING THE CONCEPTS IN THE PRESENTATION STAGE.

FORGET LINEAR .

Remember that old school traditional linear thinking no longer applies in today's world so avoid input and recommendations that come from this mindset. This can be especially challenging if you are an industry insider.
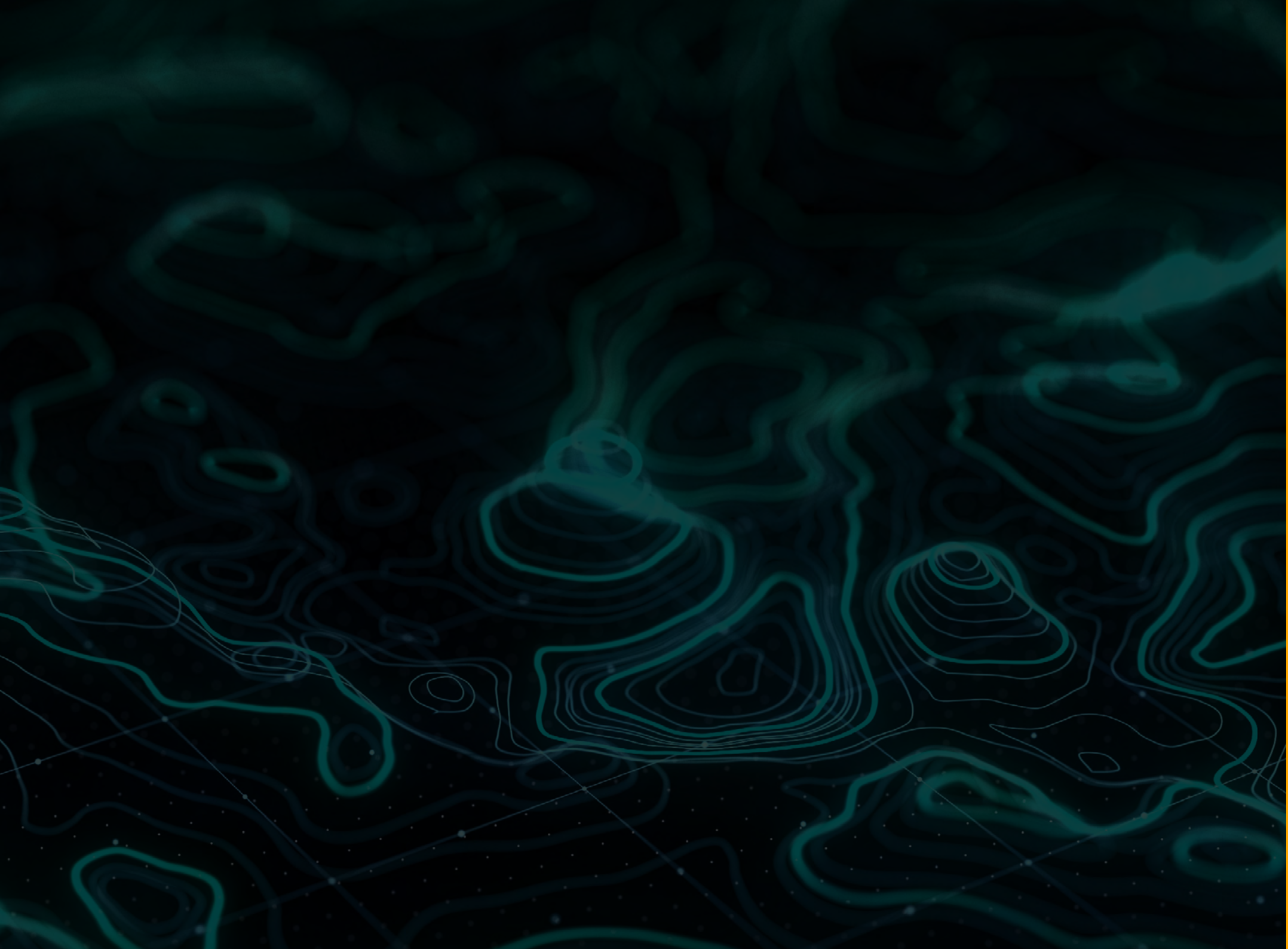
FUNDING DECISIONS .

Have a good idea about the amount of money and resources you want to spend developing the concepts that pass this stage before the presentations then split them between the winners according to your expectations for each.

GETTING STARTED .

Bear in mind that the concepts presented are still MVP's in the early stages of development and that they could morph in the coming months. For now maintain a high level perspective focusing on your over arching purpose and vision of this program rather than zeroing in on details.

THE IMMUNE SYSTEM .

To prevent the company's immune system from kicking in at this stage experts in disruption should be included in the final presentation evaluations because their feedback and independence from the company and its leadership will help promote honest, unbiased feedback which is crucial.

AN EXCITING new chapter has begun and now it's time to transfer your successful concepts, the ones that your senior leadership team decided to move ahead with and which have now graduated to become official, mainstream products, to the next stage.

As a team it's time for you to realise that your products future rests in someone else's capable hands, albeit still with appropriate oversight from the members of your team who'll remain engaged with the new stakeholders to make sure the new products are developed and promoted into the market in a way that aligns with the program's original purpose.

This is also the crucial stage I talked about during the PLAN STAGE because given the innovative nature of your new products they'll likely need careful handling and special oversight when they're transferred into the appropriate business unit or business vehicle so they don't find themselves being attacked and overlooked, and perhaps eventually killed off by the lingering elements of your company's corporate immune system. As a consequence, as a team and as a company, you need to be more vigilant now than you have ever been to ensure all your hard earned gains aren't lost.

So, with all that said, all that's left to do is establish the proper business vehicles to embed your new products into and watch with anticipation as the next phase of their journey unfolds.

ESSENTIAL THINKING

When you have your head buried in the program sometimes it's easy to overlook things, so here are some essential things to bear in mind to help you get the most from your journey...

Escalation Paths

The transfer stage is a potentially dangerous stage because it is the time that your concepts are at greatest risk of being sidelined or de-prioritised by the business and their new owners and stakeholders. As a consequence it is vital that you have clear lines of communication into the senior leadership team as well as the new stakeholders, and have a clear company escalation procedure that allows you to air any grievances or problems that might threaten their future.

Go Forth

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When the final concepts are transferred into their new business units or business vehicles some members of the original PIONEER Team should be either transferred or temporarily seconded along with them to ensure they are given the attention, focus, and resources they deserve and need once transferred.

Own It

It is absolutely crucial that the successful concepts are transferred to business owners who are committed to them and their future success. If, for whatever reason, there is a feeling that the new owners are not committed then the members of the PIONEER Team should be bold and make their opinions known immediately to the senior leadership team complete with validations.

Resource It

There is no point transferring your hard work into the hands of business owners who lack the resources to develop and carry the concepts forwards, so if there is a lack of resource then assess the gap in resource and its impact and work with the senior leadership team make the necessary adjustments.

Speak Up

Every member of the PIONEER Team should be given a voice at the table to help the senior leadership team choose the right business entity and vehicle for the new concepts to be transferred into, and the right stakeholders to manage them. They should also be allowed to openly debate the merits of all the options being put forward for better and worse.
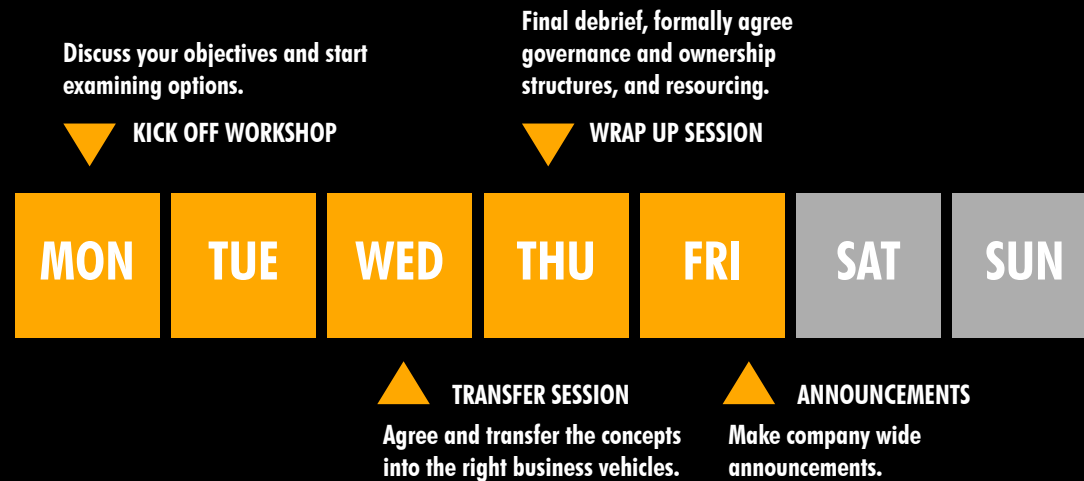
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TASK SUMMARY

Your task during the TRANSFER STAGE is to transfer the selected concepts developed during the LAUNCH PHASE into the mainstream business or into the new business entities or vehicles that will now take over the responsibility of developing, selling, and supporting them from here on in.

SCHEDULE

You have ONE WEEK to complete this stage.

Discuss your objectives and start examining options.

Final debrief, formally agree governance and ownership structures, and resourcing.

▼ **KICK OFF WORKSHOP**   ▼ **WRAP UP SESSION**

MON	TUE	WED	THU	FRI	SAT	SUN

▲ **TRANSFER SESSION**   ▲ **ANNOUNCEMENTS**

Agree and transfer the concepts into the right business vehicles.

Make company wide announcements.

GUIDANCE

ACTIVITY LIST
1. Conduct a Kick Off Workshop.
2. Conduct a Transfer Session.
3. Conduct a Wrap Up Session.
4. Make your announcements.

TIPS
1. Be proud of what you have accomplished and the journey you've taken.
2. Remember the transfer of your concepts is a success and is not the end.

CRUCIAL MOMENTS
1. Getting the transfer vehicles correct.
2. Ensuring the right governance structures are correct and in place.
3. Ensuring the new stakeholders are committed to the successful continuance of your concepts.

RISKS
1. The business models are wrong.
2. The Corporate Immune System kicks in.
3. The final product doesn't resemble the original.
4. The process stops for whatever reason.
5. The product isn't feasible.
6. The senior leadership team aren't committed and don't follow through.
7. The senior leadership team become disengaged.
8. The new stakeholders aren't committed.
9. The target customers hate the product.
10. Too many short cuts were taken.
11. You failed to market it on time.
12. Your selected partners don't do their jobs.

DELIVERABLES
1. A plan detailing commitments, and how your concepts and their new business vehicles will be developed, funded, governed, and resourced.
2. The successful transfer of your concepts.

OUTCOME
By the end of this stage you will have transferred your successful concepts and the responsibility for their future development and sales into the appropriate transfer vehicles.

GUIDANCE SHEET

AUDIENCE: LEADERSHIP AND TRANSFER TEAM

THIS TEAR SHEET IS FOR THE LEADERSHIP AND TRANSFER TEAM RESPONSIBLE FOR MAKING THE TRANSFER STAGE A SUCCESS.

BOARD REP .

These new concepts represent the future of your company so it is imperative that a member of the C Suite and or board is given the responsibility of overseeing them and providing them with the resources and air cover that they need. Without clear formal board representation the chances these concepts becoming your next major success are significantly diminished.

GO EXTERNAL .

Don't be afraid to choose external teams made up of one or more entrepreneurs to develop and take your concepts further.

OWN IT .

It is absolutely crucial that the successful concepts are transferred to business owners who are committed to them and their future success. If for whatever reason there is a feeling that the new owners are not committed then be bold and make the necessary changes to ensure the right ownership.

OVERSIGHT .

Transferring your new concepts into the appropriate company entity or vehicle is not the end of the program, it is just the beginning of the next phase. Therefore, irrespective of which business entity or vehicle you choose to transfer them into you need to make sure that the stakeholders who will ultimately be responsible for them are properly goaled, governed, supported, and targeted. Without this the concepts could fail.

POWERFUL ECOSYSTEMS .

The purpose of transferring your new concepts is to give them the best chance of becoming your next great business success so even at this early stage you should you give some consideration as to what a future ecosystem, which could be used to develop and propel them to even greater heights, could look like.

STAY ENGAGED .

Team members who helped create the concepts should be given the opportunity to serve as external advisors to the businesses and stakeholders who are now responsible for developing and taking the concepts forwards. This a great way to ensure the new businesses fulfils their full potential.

THINK IP .

The new concepts you created may contain valuable company IP so think about how valuable this IP is and the options you have to monetise it. The result of this exercise will have implications on which business entities or vehicles you decide to choose when the time comes to push them into the market.

VEHICLE CHOICE .

There are a wide number of different business entities and vehicle types you can use to give your new concepts the best chance of becoming your next major business success so explore them all and choose carefully.

PART IV.

ORGANISE

GET THE SUPPORT YOU NEED . NOW MOVE FORWARDS .

NOW THAT the PATHFINDER Team and PIONEER Team from the LAUNCH PHASE have all transferred the products they developed into the appropriate business vehicles it's time for you to take stock once again and make sure you have the right organisational support structures in place to ensure their hard work doesn't go to waste and that they're given the support they need to succeed in the market.

While it's easy to think of this as the end of the program this phase is actually the beginning of your company's next transformation, your commercial transformation, and the point in time when all of the effort you've invested so far, that up until now has mostly been cocooned behind closed doors, is thrust into the limelight for everyone to see.

This next part of your journey depends largely on the results you've experienced from the program so far and the nature of the products that were developed as a result of it, but in general terms it would be expected that during the TRANSFER STAGE products developed by the PATHFINDER Team would be transferred into their own tailored business vehicles, some of which might be completely new company entities, and that the products developed by the PIONEER Team would be transferred into your

company's existing business units, with the appropriate oversight.

As a result of all the changes your company, employees, and stakeholders have experienced so far it is now therefore time for you perform a wide spread operational review of your company and new companies to ensure that they are all appropriately aligned, governed, and supported.

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PART V.

REVIEW

ALOT HAS HAPPENED . TIME TO GET YOUR HEADS STRAIGHT .

Notes:

YOUR JOURNEY to get to this point has been a long one but hopefully you've found it to be a fulfilling and transformative experience, and if this has been the first time you've run the program then no doubt you've witnessed your fair share of pitfalls along the way and gathered a good smattering of bruises. In fact, ironically, the more bruises you have the more effective it's likely you've been.

Now though it's now time for you to gather everyone who's been involved in the program together and review everything you've been through together with the aim of improving and refining the program and your plans in readiness for the next cohort. So gather up your stories, show off your bruises proudly, and pull up a chair.

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PART VI.

EXECUTE

YOU DISCOVERED IT . YOU BUILT IT . NOW OWN THE MARKET .

CONTRARY TO popular belief, and as obvious as this sounds, there are two reasons why individuals and organisations get disrupted.

Firstly, there are the things that disrupt you because you never saw them coming. In short they blind-sided you and, if you have them, your foresight teams.

Secondly, there are the things that disrupt you because even though you saw them emerging and then ascending you never took the necessary actions to counter them. And while the markets and stakeholders will sometimes forgive executives for the former, they rarely forgive them for the latter - especially in a world where disruption is an ever present stalking horse.

Needless to say, disrupting a competitor, an industry, or even a country, is complex, but while many people often like to think of disruption as a singular event it's actually a series of events that, in the majority of cases, have clearly identifiable milestones and markers that we can monitor and track.

However, while everyone agrees that disruption has always been with us and that it can take many forms, from the asteroid that wiped out the dinosaurs

to the emergence of Netflix who wiped out the video-saurs, one thing that many people still struggle to understand is how the nature of the animal's changed over time and how it will continue to evolve in the future.

Often the reason for this is because sometimes they're looking for disruption in the wrong places, trying to predict it based on historical perspectives, and sometimes it's just because they haven't been exposed to it before. And as for those among you who believe that the majority of disruptions are behind us I can assure you they aren't, and trust me when I say you haven't seen anything yet.

MAPPING THE DISRUPTION LABYRINTH

The process of disrupting anything, whether it be a competitor, an industry, or even perhaps a country, is generally so complex it's positively labyrinthine.

Like all of us though I've lived through many disruptive events and it's these experiences and the impact they had, on enterprises and workforces alike, that drove me to map the labyrinthine-like process of disruption so that companies could understand it, navigate it, use it to their advantage, and ultimately come to
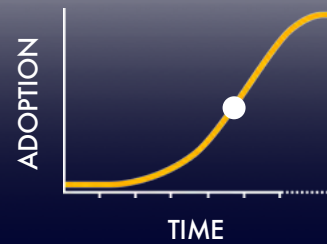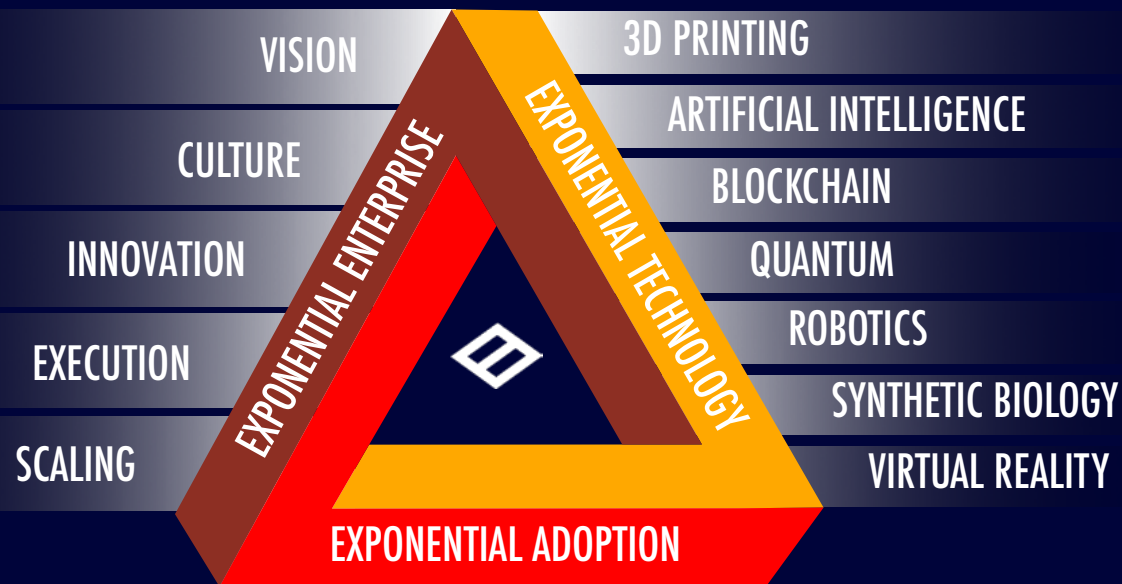
terms with a world that operates using a new rule book and that no longer behaves like it used to.

As highlighted in earlier chapters, irrespective of how fast disruption seems to materialise it isn't a single event - it's a complex series of events that, in the majority of cases, have clearly identifiable milestones and markers that we can monitor and track, and it's these events that will be the focus of at least part of your discovery process and that will help the vigilant among you identify the next disruptors and disruptions long before they have a chance to wreak their havoc on our companies.

Similarly, these events, and how they combine and the timings of their combinations, also help explain why only a fraction of companies ever make it through the labyrinth to claim cult disruptor status, so let's dive in and have a look at them.

"**DISRUPTION** ISN'T A SINGLE EVENT . IT'S A **COMPLEX SERIES OF EVENTS** WITH **CLEARLY IDENTIFIABLE MILESTONES AND MARKERS.**"

- Matthew Griffin, 311 Institute

VISION
CULTURE
INNOVATION
EXECUTION
SCALING

EXPONENTIAL ENTERPRISE

EXPONENTIAL TECHNOLOGY

3D PRINTING
ARTIFICIAL INTELLIGENCE
BLOCKCHAIN
QUANTUM
ROBOTICS
SYNTHETIC BIOLOGY
VIRTUAL REALITY

EXPONENTIAL ADOPTION

ADOPTION

TIME

ACCESSABILITY : ADOPTABILITY : AFFORDABILITY
CULTURAL ALIGNMENT : CULTURAL BIAS : GEOPOLITICS
LIABILITY : NETWORK EFFECTS : STANDARDS : REGULATIONS

THE DISRUPTION TRIANGLE

The likelihood that a new product or service an enterprise or industry, can be assessed by its progress against three main axes - namely the Exponential Enterprise axis, the Exponential Technologies axis, and finally the Exponential Adoption axis, all of which are intrinsically inter-connected with one another.

THE THREE AXES OF DISRUPTION.

In my experience the likelihood that a new concept will disrupt a market can be assessed by its progress against three main axes as shown in the diagram on the previous page - namely the Exponential Enterprise axis, the Exponential Technologies axis, and finally the Exponential Adoption axis, all of which are intrinsically linked with one another.

EXPONENTIAL ENTERPRISE

If you're one of those individuals who doesn't want to change the world, and let's face it, not everyone does, and that's fine, then it's unlikely you ever will - at least on purpose. But, if you feel that it's your calling and you can't think of anything else then with the right approach and support you may well just pull it off - never say never, especially in a world where it's easier than ever before for one individual or one company to impact and influence the lives of billions of people.

However, while a determined rebel unit with a disruptive mindset within an

enterprise will often be able to change the attitudes and opinions of those who fall within their sphere of influence it has to be argued that true change within an enterprise must be inspired and promoted from the top down.

Over the past decade I've made it my mission to understand what sets enterprises that achieve cult disruptor status, as well as fabled Unicorn status, apart from the rest of the pack and frankly it's a myth that a company's ability to disrupt itself or a market is based on its ability to outperform its competitors in just one single area. In my estimation it's their ability to outperform them in over thirty different areas, often simultaneously, that makes the difference. From the way they build and communicate their culture, values, and visions, to the way they identify valuable problems worth solving and develop their products, ecosystems, and go to markets, and much more, it all counts.

In short, and to be crystal clear, it's not any one thing, it's many, and that's the reality that anyone wanting to build an Exponential Enterprise has to contend

with - you're either all in or you might as well go home, anything less and you'll be increasing your likelihood of failure.

Furthermore, it's not simply enough to be moderately better than your competitors, whoever they are and whatever industry they hail from, you have to outpace, out perform, and out think them all in almost every one of these areas.

Now we've covered the basics let's dive in and have a look at what makes these serial disruptors we're all fond of so special.

In order to make it easier to digest I'm going to divide the DNA of an Exponential Enterprise into five foundations. In order these are Vision, Culture, Discovery, Prototyping, and Execution, and within each of these individual foundations there are at least six main areas that, when performed well and combined, will move the dial in the company's favour.

Firstly comes their Vision, something that conveys a huge amount of information about their over arching purpose and

culture, and ultimately acts as their North Star.

Visions and vision statements are normally the aggregated result of a company's ambition and purpose, their discovery and due diligence process, their internal and external deliberations, their framing and the time frame they're working within, and their view of the intersecting trends that they believe will help them achieve their goals.

Generally speaking many of the enterprises that have the greatest impact on the world today and the ones with the greatest disruptive potential are the ones that have bold and ambitious visions with grand aims that, in the words of Elon Musk, get people excited about waking up every morning and feeling inspired by the work they do.

Secondly, and by far the most important of all the five foundations is Culture, which is, among other things, the aggregated result of structural and behavioural company alignment, authentic, inspirational leadership, honest communication, and, again, the company's vision.

We are continuously reminded about the power of culture and it's power to help companies overcome all manner of obstacles. But while creating a winning culture can take years to build and is arguably one of the hardest things for any leadership team to accomplish if you aren't vigilant it can be torn apart in just months.

Furthermore, from a disruptors perspective at least, I like many people have lost count of the number of times I've heard stories about how a company's corporate immune system was responsible for killing the latest innovative concepts - either because they were disruptive to the company's core business, which is obviously laughable under the circumstances, or because of some other political motivation.

Thirdly comes one of the most exciting foundations, in my opinion at least, Discovery, which is the aggregated result of internal and external conversations, collaborations, and partnerships, exploration, envisioning, and observation, and much more. This foundation is also often the natural home of the majority of a company's entrepreneurs, rebels, and visionaries - the teams of individuals who all too often want to rip up the rule books, go above and beyond, and disrupt the status quo.

And as the rate of disruption accelerates, and as more enterprises feel the effects

of disruption on their balance sheets it's no surprise that over the past number of years many of the teams in this space have been the beneficiaries of significant uplifts in funding and new programs as the companies work hard to improve their competitiveness, and defend and extend their consumer bases.

All that said, however, it obviously goes without saying that new funding and programs by themselves can't be counted on as magic bullets that guarantee success. Again, it's not one thing, it's many things working in harmony, which, neatly brings me back to the importance of having the right culture and environment.

Fourthly we have the Prototyping foundation, where companies begin to build products that address the problems and opportunities uncovered during the Discovery foundation. This foundation is the aggregated result of conversations, collaboration, and partnerships, experiential and design thinking, ideation and problem solving, to name but a few. One of the most understated areas of this foundation though is the use of beta consumers and, where appropriate, the importance of the investors black books - both of which help companies secure early testers and consumers that eventually hopefully convert into

paying consumers and references, with the added benefit that, with the right management these activities and consumers will help generate hype around the products that then, in some cases, propel them into the hands of millions of consumers.

Fifthly, and by no means least is the Execution foundation that, when done right, which is obviously harder said than done, ensures your amazing new product doesn't get left on the metaphorical shop shelf to die.

The aggregated result of everything from ensuring the right balance of consumer value and the right business model and go to market strategy this is where many companies ambitions to disrupt markets fail. As they say - everyone has a plan until they're punched in the face, or in company speak everyone has a plan until it meets reality.

However, for the lucky companies that do make it past this last hurdle to disrupt a market - whether they're lucky by design or by fluke - this is the stage where all their hard work, everything I've discussed, albeit lightly so far, pays off.

This is also the point at which the incumbents in a market realise that a disruptor has just parked their UFO

on the company's front yard, before laughing at it, shrugging it off, and getting eaten by the aliens hoards inside…

Noone ever claimed disruption was easy but throughout my travels and conversations with executives from all manner of industries all around the world it's clear that almost everyone underestimates the complexity and size of the challenge. However, while disrupting any market is difficult it's also clear that the size of the prize, which is often the opportunity to lead and own a market, is worth the effort.

EXPONENTIAL TECHNOLOGIES

Once a company has started its journey to become an Exponential Enterprise and found interesting and valuable problems worth solving next they turn to technology, explicitly combinations of technologies, to develop their products and help get them into the hands of consumers.

And, as you can see from the Griffin Exponential Starburst in the earlier chapters and by reading the other codices in my Codex of the Future Series, there are hundreds of exponential technologies that enterprises can choose

from to help them change the economics of their industries, and develop new disruptive products. And more are appearing all the time.

One of the phrases you'll hear me refer to many times throughout this codex is the word exponential, a term that I'm sure you've heard a million times that's often used to refer to technologies that emerge, develop, and mature very quickly, and often at a rate that very few people anticipate or predict.

The term is also a hangover from Moore's Law where Gordon Moore, Intel's co-founder, in 1965 predicted that the number of transistors on a computer chip would double every 18 months, leading to an exponential increase in computing Price-Performance, and today we're seeing the same pattern emerge in many other technologies - from Artificial Intelligence (AI) and Quantum Computing, to 3D Printing and Gene Editing, and many others.

Although, when it comes to digital technologies, such as AI and Creative Machines, for example, their rates of development even make Moore's Law look positively lethargic, and this is yet another trend that's accelerating disruption.

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As the rate of technological development accelerates though there is also another trend you should familiarise yourselves with called "Jumping the S-Curve," and it's important because, in short, it refers to the way that different technologies supersede one another. Furthermore, as the number of exponential technologies that are emerging continues to accelerate and increase this is yet another accelerating trend that you have to take into account when deciding which technologies to use to build your new products and go to market strategies.

The phrase S-Curve refers to the rate of development of a particular technology - like a squashed S first the rate of development starts slow, then it accelerates dramatically, and then it flattens off as researchers struggle to eke out further gains. Furthermore, today, and more so in the future, as the period of time it takes to reach higher levels of Price-Performance accelerates you'll no doubt find that trying to keep pace with all these developments gets even harder.

Jumping the S-Curve then refers to a company's ability to move from one older technology to a newer one, for example, moving from the logic based x86 computers that we use today to tomorrow's ultra-powerful Quantum Computers. Unlike the past though where

there were only a few S-Curves to jump now there are potentially hundreds - all of which can be combined in new and interesting ways to further fuel the rate of disruption.

EXPONENTIAL ADOPTION

Of course though, while having an enterprise with the right culture that's capable of identifying valuable problems and opportunities, and which is highly adept at leveraging talent and technology to build great products is a great start the fact remains that you have to get those products into consumers hands.

So, as part of your Execution strategy, it should come as no surprise that there are plenty of areas left that, on the one hand could stop you dead in the water, or, on the other boost you into the hall of fame. And these areas are so important that I decided to give them their own axis.

While I've already discussed how disruption is a process and not a single event this is the stage where, if you want to disrupt a market, you have to gain as much traction as possible in as short a time frame as possible in order to stymie your competitions ability to counteract you with their own messaging and

variants.

Getting your product into the hands, hearts, and minds of consumers though at enough scale to disrupt a market and permanently change the status quo though is obviously difficult. But that said while, yes, you still have to overcome many hurdles, and successfully pull all the right levers you should be able to take comfort from the fact that today, as I've highlighted in previous chapters, it's easier to disrupt the status quo than it ever has been before.

Navigating this part of the labyrinth though is complicated which is why the majority of enterprises struggle to realise their lofty ambitions, and sometimes all it takes is for one key piece to be out of alignment and everything falls down like a deck of cards.

For example, build a great product that the regulators block and you're going nowhere, or build a great product that the regulators approve that is unethical, and yep, again you're going nowhere. And so it goes on - you get the picture.

So, as you can see again gaining mass adoption of your product isn't down to getting one thing right it's down to getting many things right. These include, but are not limited to, your

products accessibility, adoptability, and affordability, as well as other factors including cultural alignment and bias, ethics, the geo-political situation, the impact of insurance and liability, network effects, and, of course, standards and the regulatory environment.

Get one of these wrong or get side slammed by one of them, as well as fail to adequately address or solve your company's culture and resolve the vagaries of your company's corporate immune system or shareholders, and it could be game over for you and your new products.

SUMMARY

Today we live in a world full of opportunity where the rate of change is accelerating every day, and where exponential technologies are force multipliers for multi-national companies, and levellers for startups - the result of which means that whereas yesterday you had tens of competitors in your rear-view mirror today you have hundreds - or more. It's fun to be you.

However, as amazing as all this is it will all soon be eclipsed by an even bigger, and even more disruptive revolution, because a new breed of entrepreneur,

one that can out think and out perform humans a million fold to one, and build fully autonomous multi-billion dollar empires within days and months is already emerging.

I am, of course, talking about the rise of Creative Machines, synthetic entrepreneurs if you will, and for those of you who think that such talk of machines that can design and innovate products, and operate and scale companies is far fetched the first fully autonomous enterprises have already been built and they're already operating on two continents.

Today is the slowest rate we will ever move again, but you've seen nothing yet. So pause, take a deep breath, and prepare yourself for what's coming.

PART VII.

REPEAT

REPEAT . REPEAT . REPEAT .

Notes:

AS YOU'LL no doubt be aware by now having worked through the program disrupting and re-inventing yourselves and your company isn't a one time sprint, it's a never ending marathon. And as you might have guessed it's now time to repeat your journey all over again.

Notes:

PEOPLE SAY change is a constant, but in today's technology fuelled world this simple phrase is a deceiving, and often comforting, misnomer because change isn't constant, it's exponential, and the only boundaries to what we can achieve as individuals and as a global society are the ones that we invent for ourselves.

As researchers and scientists increasingly prove that nothing is impossible, that yesterdays science fiction is simply the future generations status quo, and as we all continue to bear witness to an increasingly rapid rate of change that's affecting and transforming every corner of global culture, industry, and society the future belongs to all of us equally, and we should never loose sight of that.

Explore More,

Matthew Griffin
Founder, 311 Institute

THIS IS NOT THE END.
EXPLORE MORE.